



Chattahoochee River National Recreation Area

Commercial Services Strategy

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I. Executive Summary

The purpose of this Commercial Services Strategy (CSS) is to identify commercial services that are necessary and appropriate for the Chattahoochee River National Recreation Area (CRNRA) and to provide guidance for future decisions regarding commercial services. It contains park-wide management policies and park conditions for commercial services, criteria for determining whether a service is necessary and appropriate, and an implementation strategy.

This Commercial Service Strategy was written during June and July of 2011. The process began with a review of CRNRA's 2009 General Management Plan, a visitor use study completed in the summer of 2010, regional and park specific demographic data, and National Park Service policies and regulations regarding commercial services. Meetings were held with the management team, Volunteers-In-Parks (VIP), a Long Range Interpretive Planning group, key staff and current Commercial Use Authorization (CUA) holders to develop criteria to evaluate current and potential commercial services. Additionally, site visits to several park units, across CRNRA and in the surrounding area, and participant-observation of the operations were conducted to solicit further commentary and to determine best practices.

Current commercial services at CRNRA include 11 Commercial Use Authorizations that provide watercraft rentals and instruction, hiking tours, fishing services, and limited shuttle service. The park last had an operating concessioner in 2000. Among the concessioner's land assignments were two pavilions located at Johnson Ferry North and Powers Island. These pavilions provided space for retail, food and beverage, and watercraft rental services. Currently, the pavilions are maintained by the park and could be ideal locations for future commercial activities at CRNRA.

The CRNRA management team, in conjunction with the park's planning materials, finalized the following criteria for existing and future commercial services. Necessary and appropriate criteria are the benchmarks that the National Park Service uses to decide whether or not a commercial service may take place in a park.

Appropriate Criteria:

(Commercial services must meet all appropriate criteria)

- 1) Services do not conflict or diminish the purpose for which the Chattahoochee River National Recreation Area was established – to lead the preservation and protection of the 48-mile Chattahoochee River corridor from Buford Dam to Peachtree Creek, and its associated natural and cultural resources for the benefit and enjoyment of the people. The park's resources include:
 - Chattahoochee River, its bed, and the riverbank
 - Natural river corridor and adjacent park lands
 - Cultural, historical, and archeological resources
 - Recreational opportunities that provide a respite from the urban environment

- 2) Services do not compromise public health, safety, or well-being:
 - Services carry appropriate insurance
 - Services meet all federal, state, and local health and safety codes and regulations and provide relevant safety instructions to visitors
 - Services do not promote dangerous recreational activities
 - Services must encourage activities that are age and skill appropriate
 - Services do not provide alcohol or intoxicants
- 3) Services are consistent with the management zone prescriptions defined in the General Management Plan/Environmental Impact Statement (September 2009, Chapter 2)
- 4) Services do not unduly conflict with other authorized park uses and activities or services outside the park. Authorized park uses include:
 - Interpretive and educational programming
 - Science and resource management programming

Necessary Criteria:

(Concessions must meet at least one necessary criterion; Commercial Use Authorizations may be issued without meeting any necessary criteria)

- 1) Enhances visitor understanding and appreciation of park mission and values and increases awareness of the variety of opportunities that exist to experience the park
- 2) Educates visitors on important issues related to the park, including its geological, biological, and cultural significance; minimum impact techniques; and opportunities for healthy outdoor activities
- 3) Implements comprehensive programming designed to maximize safety and visitor awareness of safety issues
- 4) Increases ease of access to the park through services that are complementary to the purpose of the Chattahoochee River National Recreation Area
- 5) Assists the park in managing visitor use and maintenance of park land and facilities

Interviews with park staff, volunteers, current Commercial Use Authorization holders, visitors, and other relevant stakeholders generated a list of potential commercial services for the park. During a meeting on July 13, 2011, the management team prioritized this list of commercial services as well as specific park units for each high priority activity. This prioritization was based on what would enhance the visitor experience and was guided by the necessary and appropriate criteria and the goals outlined in the park's General Management Plan. Each commercial service

opportunity was then analyzed to determine the most suitable authorization (CUA or concession contract) at CRNRA. These priorities are described in **Figure 1**.

Figure 1: Priority Commercial Services

High Priority Commercial Services	High Priority Park Unit/Subunit(s)	Medium Priority Park Unit(s)	Preferred Authorization
Watercraft Rentals and Instruction	Powers Island Paces Mill <i>Medium-High Priority:</i> Abbotts Bridge Johnson Ferry North	Cochran Shoals Island Ford Jones Bridge McGinnis Ferry Morgan Falls	Concession Contract
Shuttle Service	<i>Southern Loop:</i> MARTA → Morgan Falls → Johnson Ferry North → Powers Island → Paces Mill <i>Northern Loop:</i> MARTA → Island Ford → Jones Bridge → Medlock Bridge → Abbotts Bridge → McGinnis Ferry	Throughout CRNRA	Concession Contract
Fishing Services and Tours	Abbotts Bridge Jones Bridge	McGinnis Ferry Paces Mill	Commercial Use Authorization
Guided Educational Tours	Powers Island Abbotts Bridge	Vickery Creek Sope Creek	Commercial Use Authorization
Food and Beverage Store*	Powers Island Paces Mill	--	Concession Contract
Retail*	Powers Island Paces Mill Abbotts Bridge Cochran Shoals	Island Ford Jones Bridge Johnson Ferry North	Concession Contract

**Although many food and beverage and retail businesses are located in driving distance from the park, CRNRA believes that offering these services on park grounds can enhance the visitor experience. These activities are particularly applicable for the units most frequently utilized for watercraft put-ins and take-outs, especially after visitors put-into the river and no longer have access to a vehicle.*

A public commentary period was held from July 8th to July 20th. Also, on August 9th, a Public Open House was held at the park. This meeting presented an overview of the commercial services strategy project and key findings. Information and feedback provided by the public commentary period and the open house have been incorporated into the CSS where relevant and appropriate.

As the park begins next steps in implementing the Commercial Services Strategy, vendors may still apply for a Commercial Use Authorization. As long as the service meets all of the Appropriate Criteria, a CUA application may be submitted to the park. By prioritizing which services to actively seek out, the park simply seeks to use its limited resources to attract commercial services in the most effective way.

Recommended:

Park Superintendent

Date

Approved:

Regional Director

Date

II. Purpose of a Commercial Services Strategy

Chattahoochee River National Recreation Area developed a Commercial Services Strategy to identify opportunities to enhance the park's mission and the visitor experience through commercial services. The purpose of a CSS is to:

- Describe the desired future conditions of the park for visitor use and commercial services;
- Detail potential commercial service opportunities as recommended by park staff, volunteers, visitors, the public, current commercial service operators, and other relevant stakeholders;
- Create a framework for quickly and easily evaluating commercial services and map existing and potential services to this framework;
- Prioritize commercial service opportunities and outline an action plan for implementation
- Provide guidance to park decision-makers in responding to inquiries related to commercial services

The CSS presents a framework for managing existing and proposed commercial services consistent with park planning documents. Specific planning documents, such as the General Management Plan, Visitor Study, Resource Stewardship Strategy, and the Long-range Interpretive Plan, are utilized throughout the development of a CSS. Management prescriptions, desired conditions for resource and visitor experience in different park units, and applicable targets or limits shape the criteria used to determine what is necessary and appropriate for commercial services at a park. These planning documents provide the foundation for evaluating assumptions and conclusions in the CSS.

The CSS is typically a five-year strategy but can be updated to respond to changing conditions or proposals of new services. The CSS identifies and validates future commitments of resources, and may include an implementation timeline for critical items. However, the CSS is not a compliance document and does not assess environmental impact. When the park makes decisions related to limiting a service or constructing new facilities on park land, the action plan provided in the CSS identifies the level of National Environmental Policy Act compliance required. The final CSS is recommended by the Superintendent and approved by the Regional Director.

III. Methodology

This Commercial Service Strategy was written during June and July of 2011. The process began with a review of the 2009 General Management Plan, a visitor use study completed in the summer of 2010, regional and park specific demographic data, and National Park Service policies and regulations regarding commercial services. Using this information, interactive presentations were facilitated with the management team, Volunteers-In-Parks, and a Long Range Interpretive Planning group. Concurrently, individual meetings were conducted with the management team and key staff members, as well as with current Commercial Use Authorization holders. To gain insight into the historical performance of the park's current CUA holders and its past concessioner, a database of past financial information and visitation statistics was created. Additionally, site visits to all park units and participant-observation of the operations were conducted within the park.

Utilizing the insights gained through the described methods, a site visit to the Ocoee River in the Cherokee National Forest Reserve was completed to observe the operations of a major river recreational area and to speak with key Forest Service and concession staff. A press release and web-based newsletter were issued to garner public feedback regarding the developing Commercial Services Strategy. Next, meetings with the management staff were used to develop priorities for the park. These priorities were then analyzed for policy and regulatory feasibility. The information gathered from all of the described processes was then synthesized into a Commercial Services Strategy.

IV. Background Statement

The National Park Service (NPS) was established in 1916 by the Organic Act to “preserve unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations.”

Congress established the Chattahoochee River National Recreation Area in 1978 to preserve the forty-eight mile segment of the Chattahoochee River and certain adjoining lands from Buford Dam to Peachtree Creek. In 1999, legislation passed to expand the park from 6,800 to 10,000 acres (Pub. L. 106-154, Sec. 1, 106 Stat. 1736).

Chattahoochee River National Recreation Area exists to lead the preservation and protection of the 48-mile Chattahoochee River corridor and its associated natural and cultural resources for the benefit and enjoyment of the people. The park boundary includes 16 land units encompassing over 5,000 acres, as well as more than 1,400 acres of streambed, Bull Sluice backwaters, and other floodplain areas. CRNRA is a park of geological, biological, cultural, and recreational significance. In addition to the Chattahoochee River and its surrounding land and wildlife, the park has a broad range of cultural resources, including major Native American rock shelters, Civil War sites, industrial mill sites, and the recently acquired Hyde Farm.

Surrounded by some of the fastest growing counties in the country – Cobb, Fulton, Forsyth, Gwinnett, and DeKalb – and the city of Atlanta, Georgia, CRNRA offers a variety of recreational opportunities that provide a respite from the urban environment. These recreational activities include hiking, jogging, picnicking, fishing, rafting, tubing, canoeing, kayaking, swimming, and observing nature and wildlife.

V. Types of Commercial Services

Commercial services are defined as any activity or service that occurs in a park for which compensation is made. By law, all commercial services must be authorized in writing by the park superintendent. The three primary forms of commercial services are concession contracts, Commercial Use Authorizations, and leases.

Current commercial services at Chattahoochee River National Recreation Area consist of Commercial Use Authorizations. These permit holders provide watercraft rentals, guided tours, fishing trips and instruction, shuttle services, and hiking. Please refer to **Appendix A** for maps of existing CUA operations within the park. While CRNRA had a concessioner in the past, no concessioners currently operate in the park. The previous concessioner provided watercraft rental services, food and beverage services, transportation, and retail sales. The concessioner operated out of Johnson Ferry, Powers Island, and Paces Mill, and remaining from their operations are pavilions at Johnson Ferry and Powers Island. The concessioner also operated out of a pavilion in Paces Mill, but it was destroyed in a flood in 2009. Also, the park has constructed a pavilion that may be suitable for limited commercial services at Abbotts Bridge. Please refer to **Appendix B** for photos of these facilities.

Concessions Contracts

NPS provides commercial visitor services such as food, lodging, and retail through a third party business (concessioner) using a formal, legally binding concession contract. Concessioners must be considered both necessary and appropriate to operate in the park. All concession operations must be approved and authorized by the National Park Service under delegation of authority through the preparation of a prospectus (solicitation of offers), NPS review of proposals, selection of concessioners, and final contract execution. The procedures are detailed in 36 Code of Federal Regulations (36 CFR 51), issued April, 2000.

Concession contracts are legal agreements between the Secretary of the Interior (or authorized delegate) and a concessioner that specify the range of facilities accommodation and services types the concessioner agrees to offer. By law, all contracts are issued by competitive bid. The typical term for a contract is 10 years, although under certain financial situations can be extended up to 20 years with specific approval from the NPS director.

With the adoption of the 1998 Concessions Management Improvement Act, three distinct contract categories were established. A *Category I* contract is used when the concessioner has or may obtain a leasehold surrender interest (LSI) by constructing or installing capital improvements within the park. A *Category II* contract is used in situations where a concessioner will operate on assigned land or in an assigned concession facility but will not be allowed to construct or install capital improvements. Finally, a *Category III* contract is used in situations where no lands or building are assigned to the concessioner.

Franchise fees are paid by the concessioner for the privileges granted by a concession contract. This can be a percentage of gross receipts or a flat fee. Minimum franchise fees are determined through a financial franchise fee analysis and final franchise fees are determined through a competitive bidding process. Eighty percent of franchise fees stay at the park, while the remaining 20% are distributed to National Park Service Commercial Services Program. These

fees cannot be used to fund permanent positions or expenditures that would normally be the concessioner's responsibility. They must be used for "purposes of funding high-priority and urgently necessary resource management programs and operations."

Commercial Use Authorizations

NPS grants Commercial Use Authorizations to private businesses for commercial activities that have only minimal impact on park resources, providing a relatively simpler means of authorizing suitable commercial services to park visitors. CUA services must be deemed appropriate for the park unit, but do not have to be considered necessary. CUA holders typically do not have facilities inside the park. These out-of-park CUA services must originate and terminate outside the boundaries of the park. Small CUA's whose annual gross receipts are less than \$25,000 are allowed to operate in-park and can provide services that originate and terminate inside the park. The number of CUA's issued for an activity may not be limited unless supported by other approved policies and processes.

Commercial Use Authorizations are issued for a maximum of two years, and most typically for one year. All CUA permits at CRNRA are issued for one-year. Authorizations may be renewed contingent upon satisfactory performance. Authorizations may contain operating conditions or stipulations that designate use, such as defining routes and number of user days.

Monitoring of all commercial activities is essential to ensure that business operations are conducted in a safe, fair, and reputable manner consistent with the mission of the park. Monitoring is also essential to ensure compliance with resource protection conditions stated in the permit.

The Cost Recovery Act authorizes NPS to collect all costs associated with CUA's. Three primary elements determine the dollar amount that can be charged: application, administrative, and monitoring costs. **Please see Figure 2.**

Leases

NPS may issue leases for structures that are not necessary for park operations and are not eligible for authorization through a concession contract or CUA. Leased property must be used for an activity and in a manner that is not inconsistent with the purposes established by law for the park. Leases have not been included as a commercial service opportunity in this Commercial Services Strategy.

Figure 2: Elements of CUA Cost Recovery

Type of Cost	Costs Incurred	Typical Costing Method
Application	Costs that begin with the request for the use of park resources and end with the submission of an application form	Average costs derived from historical records
Administrative	Costs that begin when the completed application form is received and end with the final signing of the permit	Average cost derived from historical record
Monitoring	Costs that start when the CUA arrives in the park to perform permitted uses and end when the permitted use is over and the CUA leaves the area	Must reflect actual itemized costs

Figure 3: Commercial Service Categories

Commercial Service Type	Category Type	Land Assignment	Construction of Real Property Improvement	Maintenance	Necessary and Appropriate	Illustrative Example
Concession Contract	Category I	Yes	Yes, LSI possible	Yes	Both	Lodging or restaurant requiring new building construction
Concession Contract	Category II	Yes	No	Yes	Both	Snack bar in existing park building
Concession Contract	Category III	No	No	No	Both	In-park guided tour and rental service
Commercial Use Authorization	In-park	Yes, if annual gross receipts is less than \$25,000	No	No	Appropriate only	Small-scale rental service
Commercial Use Authorization	Out-of-park	No, specific use areas may be identified but public access cannot be limited*	No	No	Appropriate only	Large-scale rental service

* If annual gross receipts are anticipated to be greater than \$100,000, the CUA must have regional director approval. If annual gross receipts are anticipated to be greater than \$1,000,000, the region must inform Washington (WASO) Commercial Services Program (CSP).

VI. Park-wide Management Policies

Park-specific policies are designed to manage and protect the park's resources and can be used to determine the types of commercial service activities that can occur within a park. The following CRNRA management policies are summarized statements from the 2009 General Management Plan. Commercial services will be required to be compliant with the following policies in order to operate within the park.

Natural Resource Management Requirements

Air Quality: The National Park Service cannot control air quality within the metropolitan Atlanta area regional air shed, which encompasses the park. Therefore, the park must cooperate with regional agencies and the United States Environmental Protection Agency to monitor air quality and to work toward air quality improvements. As commercial services are added to the park, they will be managed in ways that limit impacts to regional air quality.

Water Resources: The park will continue to meet legal and policy requirements related to water resources, through continued support of the goals of the Atlanta Regional Commission and the Metropolitan North Georgia Water Planning district, and working closely with other agencies in preventing sewer spills and other point and non-point sources of water pollution. As commercial services are added to the park, they will be managed in ways that limit impacts to water quality. Commercial services that utilize the river will practice minimal impact techniques.

Geologic Resources: As part of the park's enabling legislation, the park must maintain soil resources and processes in as natural a condition as possible, except where special management considerations are allowable under policy. These efforts would minimize or stop the adverse effects to park soil by accelerated erosion, compaction, and deposition caused by human activities. Commercial services will practice minimal impact techniques in order to preserve geologic resources to the highest possible degree.

Native Species: The park contains the oldest and most extensive protected areas of native vegetation in the Atlanta metropolitan area, and is challenged because the park is more than 48 miles in length and extremely narrow, creating high potential for adverse impacts due to encroaching development. Commercial services will not significantly interfere with native species and will not introduce non-native species into the park.

Fire Management: To prevent wildfires, and the threat they pose to residences and commercial developments adjoining the park as well as regional air quality, the park employs active fire management procedures. Management procedures include: suppressing all wildfires as quickly as possible; maintaining a cooperative agreement with the various local fire departments for wildfire suppression in the park; and considering limited controlled burns for natural resource management. Commercial services will be knowledgeable about fire management and be properly equipped to respond to fire emergencies.

Cultural Resource Management Requirements

Archeological Resources: There are around 100 known archeological sites in the park that are sufficiently significant to warrant nomination to the National Register of Historic Places (NPS 2005a). As commercial services are added to the park, these archeological sites may be used for educational, interpretive, and recreational purposes. Commercial services will not disturb these sites.

Historic Structures, Districts and Landscapes: The park surveys, inventories, and evaluates the historical and cultural landscape resources, and implements and maintains the appropriate level of preservation for such properties. Existing and future museum collections available to the public may be a source of information for education and interpretation purposes.

Museum Collections: Museum collections should be maintained to document and support the park's resource management and education and outreach (interpretive) programming efforts. The park's museum collections preserve those features of the park that cannot safely be left onsite, and serves the needs of staff and visitors. Commercial services may help promote existing and future museum collections for education, interpretation, and research. Commercial services will not interfere with the preservation or access of the general public to any existing or future collections.

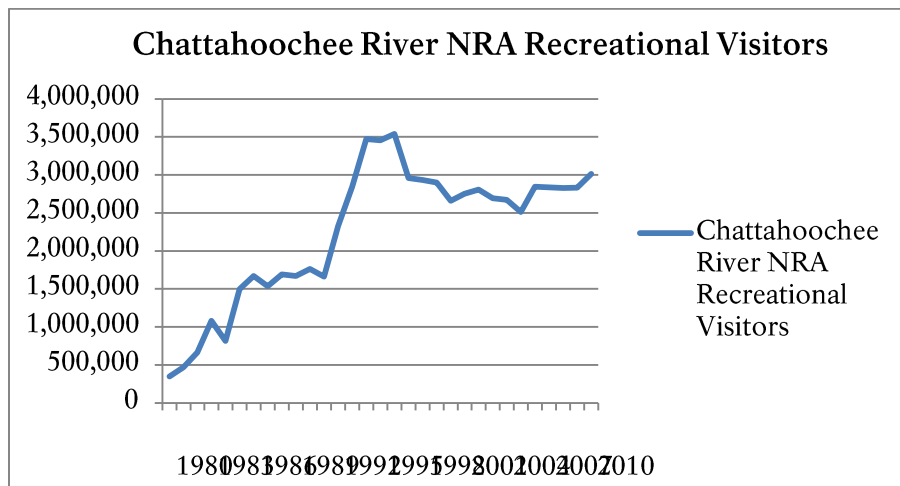
Visitor Experience and Park Use Requirements: The park is compliant with the regulations governing visitor use and behavior. Of special note, to facilitate the greatest access to park resources and the reduction of their impairment, the park emphasizes the regulations governing pets and bicycles in the park. These regulations ensure that all park programs and facilities are accessible to the greatest extent feasible. Commercial services will adhere to and maintain these regulations. Commercial services should actively enhance visitor use while maintaining the values and purpose for which the park was established. Commercial services should strive to be universally accessible.

VII. Desired Conditions for Commercial Services

In 2010 the Chattahoochee River National Recreation Area had more than 3 million visitors, with the peak of visitation occurring between the months of April and October. In the visitor usage study conducted in the summer of 2010 it was discovered that approximately 28% of visitors come every week, while 31% visit occasionally. The top three uses of the park year round are: walking and hiking; exercising, running, jogging; and enjoying the solitude and quiet.

According to the study, 99.8% of visitors are from the United States, with 94% being residents of Georgia. The balance was visitors from 22 other states. Nearly 46% of visitors came from Fulton County, 35% from Cobb County, and, the next most numerous, 7% from Gwinnett County. Visitors aged 36 to 55 years old comprised 36% of park visits, with 14% being 15 years old or younger and 5% being 66 years old or older.

Figure 4: Historical Visitation Trends at CRNRA



Starting at Buford Dam and running to Peachtree Creek, the Chattahoochee River is laced with 16 mostly non-contiguous park units of the CRNRA. Each area has unique natural and/or cultural resources, which influences the types of commercial services which could be viable there. The areas with the highest visitor usage are Johnson Ferry, Cochran Shoals, Powers Island and Paces Mill, all of which are located south (downstream) of Morgan Falls Dam. Johnson Ferry and Powers Island host pavilions where a concessioner operated previously, and continue to have the infrastructure in place from that time. The units north of Morgan Falls Dam are quite diverse, and already host activities ranging from education and interpretation, fishing, watercraft rentals, and guided tours.

Six different management zones are defined in the CRNRA's 2009 General Management Plan along with management prescriptions for each respective zone. Each park unit may consist of multiple management zones, creating regions within a distinct park unit that are better suited for commercial services than other areas within the unit. Detailed descriptions of each CRNRA management zone are provided in **Appendix C** along with the conditions available for a commercial service.

Figure 5: CRNRA Management Zones

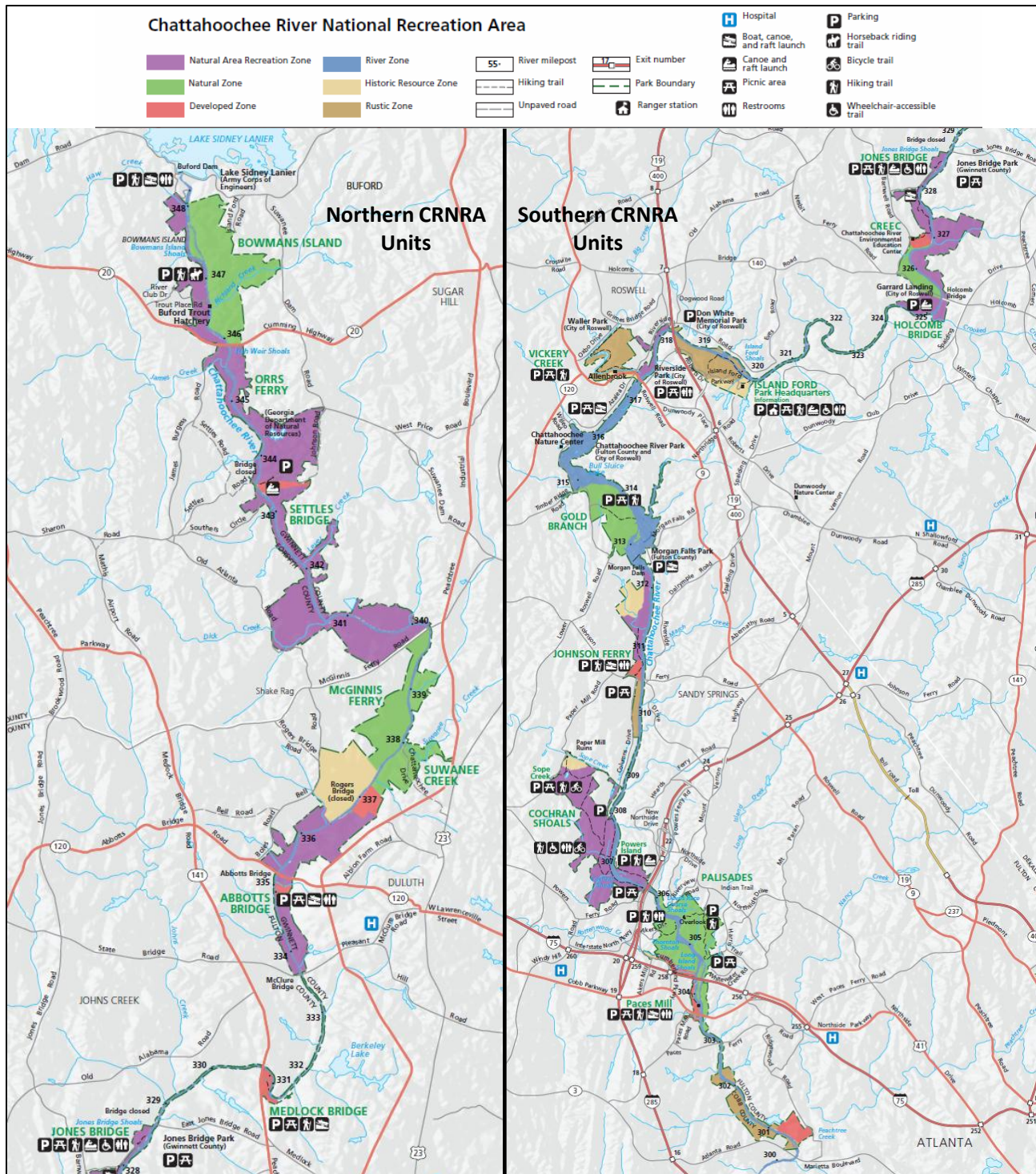


Figure 6: Description of Park Units

Park Unit or Subunit	Acres	Trail Mileage	Number of Parking Spaces	Unit Facilities				Management Zones	Ideal for Commercial Services*
				Boat Ramp/ Launch	Pavilion	Picnic Area	Restrooms		
Bowmans Island	811.7	8.6	20	Ramp	-	Yes	Yes	Natural Zones, Natural Area Recreation Zone	Yes
Orrs Ferry	67.0	0.0	None	-	-	-	-	Natural Area Recreation Zone	No
Settles Bridge	41.6	0.1	26	Launch	-	-	-	Developed Zone, Natural Recreation Zone	Yes
McGinnis Ferry	168.0	1.6	None	-	-	-	-	Natural Zone	No
Suwanee Creek	144.9	1.1	None	-	-	-	-	Natural Zone	No
Abbotts Bridge	218.0	0.1	40	Ramp	Yes	Yes	Yes	Developed Zone, Natural Recreation Zone	Yes
Medlock Bridge	42.5	1.4	58	Ramp	-	Yes	-	Developed Zone	Yes
Jones Bridge	193.5	4.8	72	Launch	-	Yes	Yes	Natural Area Recreation Zone	Yes
Holcomb Bridge	37.5	0.0	None	Launch	-	-	-	Natural Area Recreation Zone	No
Island Ford	273.4	4.3	115	Launch	-	Yes	Yes	Rustic Zone, Historical Resource Zone	Yes
Vickery Creek	269.4	6.8	25	-	-	Yes	-	Rustic Zone, Historical Resource Zone	Maybe
Gold Branch	363.1	3.9	28	-	-	Yes	-	Natural Zone	No
Johnson Ferry	310.3	4.6	JF North – 157; JF South – 44	Ramp	Yes	Yes	Yes	JF North - Developed Zone, Natural Recreation Zone; JF South - Rustic Zone	Yes
Cochran Shoals	974.2	12.4	274	-	-	Yes	Yes	Natural Area Recreation Zone	Yes
Powers Island			71	Launch	Yes	Yes	Yes	Natural Area Recreation Zone	Yes
Palisades	756.7	9.4	72	Launch	-	-	Yes	Natural Zone	No
Paces Mill			235	Ramp	-	Yes	Yes	Developed Zone	Yes

**Units deemed ideal for commercial services are in an appropriate management zone (e.g., developed zone or natural recreation zone) and have some facilities that would facilitate commercial service operations (e.g., restrooms, pavilion)*

Identified Opportunities for Commercial Services

The following commercial service opportunities emerged from interviews with park staff, volunteers, current Commercial Use Authorization holders, visitors, and other relevant stakeholders.

Recreational watercraft rentals and instruction: Rafting, tubing, kayaking, and canoeing are popular activities on the Chattahoochee River. Watercraft rentals and instruction at high visitation units may help increase recreational usage of the river. Storage of this equipment on park land and the ability to rent watercraft onsite may also enhance the visitor experience. There are currently multiple CUA holders that provide watercraft rentals, three of which heavily use Powers Island.

Potential park units: Johnson Ferry, Powers Island, and Abbotts Bridge; with take-out locations at Jones Bridge and Paces Mill

Shuttle service: The length of the park, its distance from easily accessible public transportation, and the need for multiple vehicles to facilitate watercraft trips down the river create a demand for a reliable and consistent shuttle service between park units and potentially to and from the Metropolitan Atlanta Rapid Transit Authority (MARTA). Currently, three CUAs operate weekend shuttles in the south-end of the park for their respective watercraft rental customers and the public.

Potential park units:

Loop 1: Morgan Falls (Sandy Springs) – Johnson Ferry North – Powers Island – Paces Mill

Loop 2: Settles Bridge – Abbotts Bridge – Medlock Bridge – Jones Bridge – Island Ford

Loop 3: North Springs MARTA stop – Island Ford

Loop 4: Dunwoody MARTA stop – Morgan Falls (Sandy Springs)

Food and beverages: A number of park units have a pavilion, picnic area, and restrooms, creating a suitable location for food and beverage services. While a full restaurant may not be necessary, a limited menu providing items typically found in other recreational centers (e.g., stadium or amusement park food, packaged foods, etc.) could enhance the visitor experience and allow visitors to make purchases while in the park. There are currently no food and beverage operations inside CRNRA, although there are services located in driving distance (please refer to **Appendix E** for a directory of local food and beverage businesses).

In-park food and beverage services are particularly applicable for the units most frequently utilized for watercraft put-ins and take-outs or units, especially after visitors put-into the river and no longer have access to a vehicle. Mobile food trucks could help facilitate easy transport of food and beverage products to park units that experience variable visitation. Vending machines might also be appropriate for areas of the park that are more secluded and isolated.

Potential park units:

Vendors: Johnson Ferry North, Powers Island, Paces Mill, Settles Bridge, and Abbotts Bridge.
Vending Machines: Cochran Shoals, Island Ford, Medlock Bridge, Johnson Ferry South, and Jones Bridge

Retail: The visitor experience and safety can be enhanced from the sale of merchandise that is suitable to needs of those utilizing the park resources, especially the river. Potential retail products include personal floating devices, sunscreen, hats, t-shirts, swimwear, water bottles, cameras, waterproof cases, sunglasses, tubes, frisbees, dog leashes, rain ponchos, souvenirs, and educational materials. Branded retail items can help market the park and educational materials (such as books, pamphlets, postcards, and videos) can increase education and awareness about CRNRA. Health and safety products (such as life jackets, dog leashes, and sunscreen) can promote responsible recreation at the park. (please refer to **Appendix F and G for a directory of local sporting retail businesses**).

Potential park units: Johnson Ferry North, Powers Island, Paces Mill, Cochran Shoals, and Abbotts Bridge.

Guided educational tours: Educational guided tours about the historical, geological, and biological significance of CRNRA can be provided throughout the park. These tours can take place on land, on the river, or a combination of the two. Currently, three CUA's provide guided educational tours, with two of the three providing services specifically to disabled youth.

Potential park units: Throughout CRNRA

Fishing services and tours: The Chattahoochee River is a popular place for trout fishing. Fishing equipment rentals, guided tours and fly-fishing lessons can help introduce the recreational activity to beginners and can encourage the sport with more seasoned fishermen. Currently, there are two CUA holders who provide fishing guide services and instruction.

Potential park units: From Bowmans Island to Johnson Ferry

Bike rentals: Bike trails line Cochran Shoals and could be suitable for bike and helmet rentals. Neighboring Roswell parks also have bike trails that are easily accessible and could potentially link visitors to CRNRA units. There are currently no bike rentals at CRNRA.

Potential park units: Cochran Shoals

Fitness classes: Land-based recreation has increased in CRNRA over recent years. Jogging, walking, and hiking are particularly popular activities. Exercise classes, such as fitness bootcamps and outdoor yoga classes could be provided along popular trails.

Potential park units: Cochran Shoals

Camping: Stakeholders frequently mentioned camping as a potential service of the park, especially given the lack of easily accessible camping facilities in the area. Water-access only camp grounds and multi-day river trips that stop at different park sites are potential low-impact services.

Potential park units: None identified

Rock climbing: Rock climbing instruction, equipment rentals, and climbing trips to appropriate parts of the park could be provided to visitors. CRNRA has a few rock climbing sites that are suitable for beginners and intermediate climbers, and could be a potentially good draw for youth visitors.

Potential park units: Palisades, Vickery Creek

Earth-caching: Earth-caching is gaining popularity as a recreational activity in parks across the country. Environmentally-responsible earth-caching may increase activity and awareness of the CRNRA and attract visitors to different park units. It can also be used as an interpretative tool that encourages visitors to identify and learn about natural and historical park resources.

Potential park units: Throughout CRNRA

Horseback Riding: Horseback riding could be a suitable commercial service at Bowman's Island. The unit contains horse trails and a stable is accessible near the unit.

Potential park units: Bowman's Island

VIII. Necessary and Appropriate Criteria

The National Park Service Concessions Management Improvement Act of 1998 describes that “the development of public accommodations, facilities, and services in units of the National Park System shall be limited to those accommodations, facilities, and services that are *necessary and appropriate* for public use and enjoyment of the unit of the National Park System in which they are located.” Necessary and appropriate criteria are created to help parks determine which commercial services can enhance the visitor experience while not negatively impacting the park and its ability carry out its mission. They allow a park to easily identify which services can be considered for a Commercial Use Authorization or a concession contract.

Appropriate criteria help to answer the question, “Can the park authorize this service without compromising the reason it is a unit of the National Park System?” These criteria provide insight into the critical components of the park and visitor service that cannot be compromised and they describe the potential negative impacts of commercial services that must to be prevented.

Necessary criteria help to answer the question, “Why is this service important for the park?” These criteria describe how a commercial service could enhance the visitor experience and further the goals and mission of the park.

All of the appropriate criteria must apply in order for a commercial service to be considered appropriate. Appropriate services may be issued as a CUA without meeting any necessary criteria. Necessary criteria are unique to NPS concession contracts – a commercial service that is both necessary and appropriate is eligible for a concession contract. In order to be considered necessary, a service must meet at least one necessary criterion.

The following necessary and appropriate criteria for Chattahoochee River National Recreation Area are based on feedback provided during management team meetings on 6/20/2011 and 7/13/2011 in conjunction with CRNRA's General Management Plan and NPS guidelines.

Appropriate Criteria:

(Commercial services must meet all appropriate criteria)

- 1) Services do not conflict or diminish the purpose for which the Chattahoochee River National Recreation Area was established – to lead the preservation and protection of the 48-mile Chattahoochee River corridor from Buford Dam to Peachtree Creek, and its associated natural and cultural resources for the benefit and enjoyment of the people. The park's resources include:
 - Chattahoochee River, its bed, and the riverbank
 - Natural river corridor and adjacent park lands
 - Cultural, historical, and archeological resources
 - Recreational opportunities that provide a respite from the urban environment
- 2) Services do not compromise public health, safety, or well-being:
 - Services carry appropriate insurance
 - Services meet all federal, state, and local health and safety codes and regulations and provide relevant safety instructions to visitors
 - Services do not promote dangerous recreational activities
 - Services must encourage activities that are age and skill appropriate
 - Services do not provide alcohol or intoxicants
- 3) Services are consistent with the management zone prescriptions defined in the General Management Plan/Environmental Impact Statement (September 2009, Chapter 2)
- 4) Services do not unduly conflict with other authorized park uses and activities or services outside the park. Authorized park uses include:
 - Interpretive and educational programming
 - Science and resource management programming

Necessary Criteria:

(Concessions must meet at least one necessary criterion; Commercial Use Authorizations may be issued without meeting any necessary criteria)

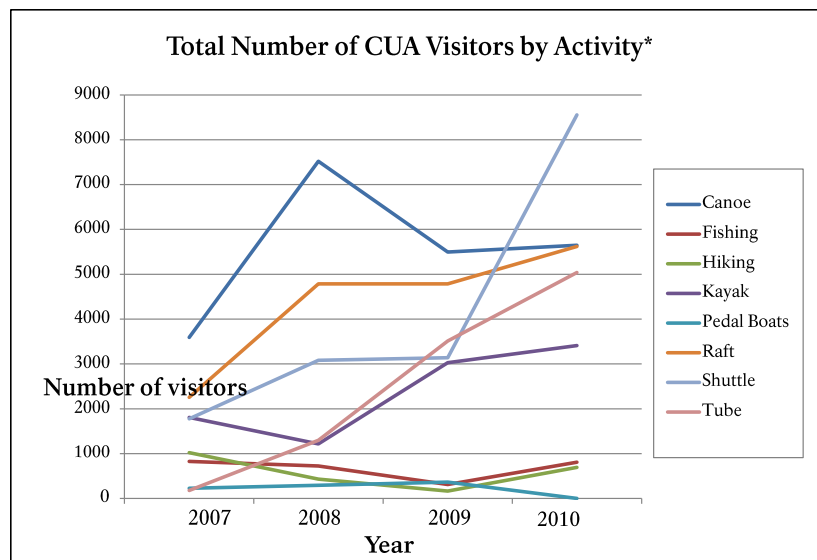
- 1) Enhances visitor understanding and appreciation of park mission and values and increases awareness of the variety of opportunities that exist to experience the park
- 2) Educates visitors on important issues related to the park, including its geological, biological, and cultural significance; minimum impact techniques; and opportunities for healthy outdoor activities
- 3) Implements comprehensive programming designed to maximize safety and visitor awareness of safety issues
- 4) Increases ease of access to the park through services that are complementary to the purpose of the Chattahoochee River National Recreation Area
- 5) Assists the park in managing visitor use and maintenance of park land and facilities

IX. Evaluation of Commercial Services

Evaluation of Existing Commercial Services:

Currently the park hosts eleven commercial services operating through CUA's. Five of the commercial services provide watercraft rentals and shuttle services. The others include fishing service and guided tours, as well as educational tours for special needs populations. Under the current operations, park resources dedicated to administration and monitoring of CUA holders are high, due to the replication of oversight across 11 businesses. Additionally, there is inconsistency amongst the operations in regards to compliance with the policies and regulations relating to commercial services in the park.

Figure 7: Trends in Number of CUA Visitors by Activity



* This information is self-reported by park CUA's and only includes eight of the eleven current park CUA's. Data is not available for three watercraft rentals services.

Evaluation of Potential Commercial Services:

The list of potential commercial service opportunities that emerged from interviews with park staff, volunteers, current CUA holders, visitors, and other relevant stakeholders have been mapped against the necessary and appropriate criteria in **Figure 8**.

Figure 8: Potential Commercial Services

X: Commercial service would meet the criteria
 *: Commercial service would meet the criteria under specific conditions

Commercial Service	Appropriate Criteria <i>Must Meet All Criteria</i>				Commercial Use Authorization (CUA) Possible	Necessary Criteria <i>Must Meet at Least One Criterion</i>					Concession Contract Possible
	1. Services do not conflict or diminish the purpose for which CRNRA was established	2. Services do not compromise public health, safety, or well-being	3. Services are consistent with the management zone prescriptions	4. Services do not unduly conflict with other authorized park uses		1. Enhances visitor understanding and appreciation of Park mission and values	2. Educates visitors on important issues related to the park	3. Implements comprehensive programming designed to maximize safety	4. Increases ease of access to the river and park	5. Assists the park in managing visitor use and maintenance of park land and facilities	
Watercraft Rentals and Instruction (Canoes, Kayaks, Rafts, and Tubes)	X	X	X	X	YES		X	X	X		YES
Bike Rental	X	X	X	X	YES			X	X		YES
Shuttle Service	X	X	X	X	YES			X	X	X	YES
F&B Store	X	X	X	X	YES					X	YES
Mobile F&B	X	X	X	X	YES						NO
Vending	X	X	X	X	YES	*					MAYBE
Retail	X	X	X	X	YES	X	X			X	YES
Guided Educational Tours	X	X	X	X	YES	X	X	X	X		YES
Fishing Services and	X	X	X	X	YES	*	X	X	X		YES

	Appropriate Criteria <i>Must Meet All Criteria</i>				Commercial Use Authorization (CUA) Possible	Necessary Criteria <i>Must Meet at Least One Criterion</i>					Concession Contract Possible
	1. Services do not conflict or diminish the purpose for which CRNRA was established	2. Services do not compromise public health, safety, or well-being	3. Services are consistent with the management zone prescriptions	4. Services do not unduly conflict with other authorized park uses		1. Enhances visitor understanding and appreciation of Park mission and values	2. Educates visitors on important issues related to the park	3. Implements comprehensive programming designed to maximize safety	4. Increases ease of access to the river and park	5. Assists the park in managing visitor use and maintenance of park land and facilities	
Tours											
Fitness classes	X	X	X	X	YES		X		X		YES
Camping	*	X	*	X	MAYBE				X	X	MAYBE
Rock Climbing	*	*	*	X	MAYBE			X	X	X	MAYBE
Zip-lining		*	*		NO						NO
Earthcaching	X	X	X	X	YES		X		X		YES
Horseback Riding	X	X	X	X	YES		X	X	X	X	YES
Whitewater Park		*	*		NO						NO

Inappropriate Services Explanation

Zip-lining: Creating a zip-lining service would require designating a specific section of the park for this commercial service activity at the expense of any other service or authorized park use. It also requires altering the park landscape to build large zip-lining structures, potentially harming park land, resources, and viewshed.

Whitewater park: Creating a whitewater park also requires designating a specific stretch of the river for this commercial service activity at the expense of any other service or authorized park use. Development of a whitewater park requires building artificial river infrastructure which may negatively impact the Chattahoochee River, its bed, and the riverbank and/or the natural river corridor and adjacent park lands.

Explanation of Specific Conditions Required to Meet Necessary and Appropriate Criteria

Vending

- To meet Necessary Criteria #1, vending machines could integrate interpretive materials into each of the products sold. Examples include packaging that provides educational information about the park or interpretive displays and visuals on the exterior of the vending machine.

Fishing Services and Tours

- To meet Necessary Criteria #1, fishing services and tours could include programming specifically about CRNRA, educating visitors about the purpose and mission of the park.

Camping

- To meet Appropriate Criteria #1, camping services should have clear boundaries that prevent it from negatively impacting park land
- To meet Appropriate Criteria #3, camping services must be restricted to appropriate management zones and be limited in capacity. Only park units with an open space and infrastructure to host overnight campers and their vehicles could host this service, such as Jones Bridge and Paces Mill.

Rock Climbing

- To meet Appropriate Criteria #1, rock climbing services must be appropriately located and must not lead to landscape deterioration
- To meet Appropriate Criteria #2, the location must be deemed safe and appropriate
- To meet Appropriate Criteria #3 – current recreational rock climbing occurs in the Palisades, a designated Natural Zone. Other rock climbing locations may have to be identified in a Natural Recreation Zone or Developed Zone in order to meet the criteria

X. Prioritization of Commercial Services

Among the list of identified commercial service opportunities deemed appropriate, the Chattahoochee River National Recreation Area management team prioritized the most important commercial services for the park to actively pursue at this time as well as the key park units or subunits for each of these services. This prioritization was based on what would enhance the visitor experience and was guided by the necessary and appropriate criteria and the goals outlined in the park's General Management Plan. This management team meeting occurred on 7/13/2011.

The management team's priority commercial services include:

High Priority:

- Watercraft rentals and instruction (kayaks, canoes, rafts, and tubes)
- Shuttle service
- Fishing services and tours
- Guided educational tours
- Food and beverage – store
- Retail

Medium Priority:

- Food and beverage – mobile
- Food and beverage – vending
- Camping
- Fitness classes
- Horseback riding

Low Priority:

- Rock climbing
- Earth-caching

Determining Commercial Services Authority

To determine whether commercial services should be provided through a Commercial Use Authorization, concession contract, or both, each high priority service was mapped against key questions specifically created to assist park management in this evaluation.

These criteria questions were developed from conversations about the advantages, disadvantages, and legal authorities between Commercial Use Authorizations and concession contracts with key CRNRA staff who are regularly involved with commercial service operators, and input from WASO staff. Additional insight was gathered from conversations with a majority of the park's current CUA holders as well as site visits to neighboring state park concessions.

Figures 9 illustrates the key questions developed to help CRNRA determine which commercial services would be better suited for a concession contract or a CUA.

Figure 9: Key Questions to Determine Commercial Service Authorization

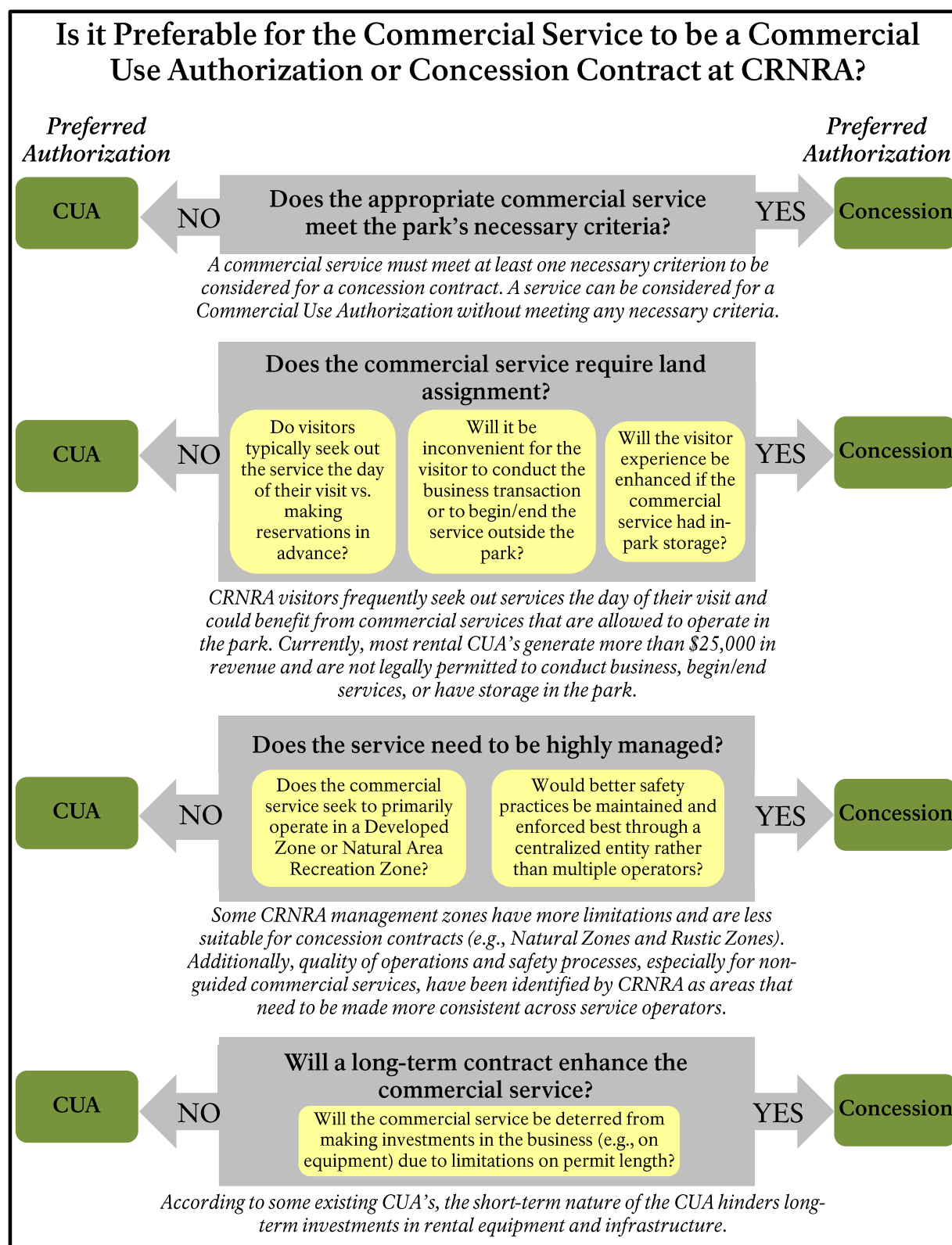


Figure 10 provides an overview of commercial services and park units prioritized by the CRNRA management team on 7/13/2011. Additionally, it describes the preferred authorization for each high priority service, as determined by the criteria questions developed for the park.

Figure 10: Management Team Commercial Service Priorities

High Priority Commercial Services	High Priority Park Unit/Subunit(s)	Medium Priority Park Unit(s)	Preferred Authorization
Watercraft Rentals and Instruction	Powers Island Paces Mill <i>Medium-High Priority:</i> Abbotts Bridge Johnson Ferry North	Cochran Shoals Island Ford Jones Bridge McGinnis Ferry Morgan Falls	Concession Contract
Shuttle Service	<i>Southern Loop:</i> MARTA → Morgan Falls → Johnson Ferry North → Powers Island → Paces Mill <i>Northern Loop:</i> MARTA → Island Ford → Jones Bridge → Medlock Bridge → Abbotts Bridge → McGinnis Ferry	Throughout CRNRA	Concession Contract
Fishing Services and Tours	Abbotts Bridge Jones Bridge	McGinnis Ferry Paces Mill	Commercial Use Authorization
Guided Educational Tours	Powers Island Abbotts Bridge	Vickery Creek Sope Creek	Commercial Use Authorization
Food and Beverage Store*	Powers Island Paces Mill		Concession Contract
Retail*	Powers Island Paces Mill Abbotts Bridge Cochran Shoals	Island Ford Jones Bridge Johnson Ferry North	Concession Contract

**Although many food and beverage and retail businesses are located in driving distance from the park, CRNRA believes that offering these services in the park can enhance the visitor experience. These activities are particularly applicable for the units most frequently utilized for watercraft put-ins and take-outs, especially after visitors put-into the river and no longer have access to a vehicle.*

Options for Commercial Service Operations at CRNRA

Alternatives for how these commercial services can operate at CRNRA are provided as three distinct options. All options should be explored for financial feasibility. A concession contract must be financially feasible to be implemented.

Option 1: Multiple CUA's

The park currently hosts multiple CUA's, with replication of services and targeted clientele. CRNRA may decide it is most feasible to continue operating all commercial services through CUA's, depending on gross receipts. If this arrangement is to continue, it is recommended that the permit language be revised to include more stringent regulations around safety and compliance with park policies and regulations. Also, the fee charged to CUAs should be increased to reflect more accurately the recovery costs associated with the specific operations of an individual CUA holder.

Advantages:

- Less staff time required from the park, in comparison to the time required to administer and monitor a concession program
- Maintained relationships with existing CUA holders
- Less disruption to current operations in the park and the visitor experience

Disadvantages:

- Difficulties in monitoring multiple CUA's for compliance with safety and other park policies and regulations
- Inconsistencies in operations among the many CUA's, which creates potential problems for the visitor experience and for park staff monitoring
- Short term permits, requiring renewal each year, do not allow opportunities for long-term planning and collaboration with CUA holders and park staff
- Lack of high priority commercial services identified by the management team (i.e., food and beverage, retail)

Option 2: Reduced CUA's and Exclusive Concession Operations for Each Service

Under this option, the changes to the CUA permit from Option 1 would be present, as well as the revised fee. There would be a small number of CUA's in operation providing educational tours and fishing tours and services. Watercraft rental and instruction providers could still apply for a CUA with a limited scope of operation. One concessioner would provide high priority services at the key locations identified by the management team.

Example 1:

- One concessioner:
 - Food and beverage service at Powers Island and Paces Mill
 - Retail at Abbotts Bridge, Powers Island, Paces Mill, Cochran Shoals

- Watercraft rentals at Abbotts Bridge, with pick-up at Jones Bridge, and at Johnson Ferry North and Powers Island, with pick-up in Paces Mill
- Shuttle service
- CUA's: Educational tours and fishing tours and services

Example 2: A separate concessioner operates each service, such as having a single concessioner dedicated to providing a shuttle service and a single concessioner providing watercraft rentals and instruction services in the park. Educational tours and fishing tours and services would continue to be provided by CUA permit.

Advantages:

- Higher consistency of operations, including enhanced consistency in service, compliance of park rules and regulations, and messaging to visitors and the public
- Enhanced visitor experience through the ability of a concessioner to engage in transactions and to begin and end services on park grounds
- Increased efficacy of safety monitoring
- More likely to be financially feasible as overhead costs (such as facility and maintenance costs) are shared under an umbrella concession organization
- If financially feasible for the shuttle service to operate as a separate concession, it would allow for greater transportation consistency and oversight and more targeted marketing and partnership building efforts (i.e., with MARTA)

Disadvantages:

- Potential deterioration of the relationship with CUA holders that would not be operating inside the park anymore or would experience a decreased customer base because they were not selected to be the concessioner.
- Limited options of watercraft rental operators in the park, although some CUA holders may continue to provide rental service.

Option 3: Reduced CUA's and Multiple Concessions for Each Service

Again, the recommended changes for CUA permit under Option 1 are included, as well as the revised fee. However, for each type of visitor service there would be multiple concessioners in operation. For instance, there could be multiple concessioners offering watercraft rentals and instruction at a given unit in the park. Educational tours and fishing tours and services would continue to be provided by CUA permit.

Example 1: One concessioner operates commercial services in northern park units (north of Island Ford) and another concessioner operates commercial services in the southern stretch of the park (south of Island Ford). Commercial services to be provided by each concessioner include food and beverages, retail, watercraft rentals, and a shuttle service. Educational tours and fishing CUA's would continue to operate throughout the park.

Example 2: Multiple concessions would offer the same services in the same park units. This set-up would be similar to the park's current CUA operations in Powers Island. This could include

having multiple food and beverage and watercraft rental concessioners in the park. Current watercraft rental CUA's could be transformed into concession contracts.

Advantages

- Potential for greater variety of service through specialization; concessions could provide unique visitor experiences that target marketing to specific communities

Disadvantages:

- Less revenue for each concession, making it harder to run a sustainable operation
- Increased amount of time dedicated to administering and monitoring the concession program from park staff, due to the duplication of concessions per service
- Less standardization in operations and compliance with regulations and park policies.

Recommendation:

The efficiencies in operations, and the potential improvement in visitor experience, suggests that Option 2 would be the most viable for CRNRA. Although it runs the risk of deteriorating relationships with current CUA holders who may experience reduced business or may no longer be in operation, the improvement in visitor experience and in the ability of the park to administer and monitor the program suggest that it is the most favorable of alternatives.

XI. Commercial Services Program for the Park and Actions to Implement

The park should pursue the following actions to begin implementation of the recommended commercial services program, option 2.

Figure 11: Actions to Implement

Commercial Use Authorizations		
Population	Goal	Actions to Implement
Existing Watercraft Rental Services	Transition to a concession program; strengthen current CUA processes in the meantime	<ul style="list-style-type: none"> • Strengthen CUA permit language • Implement enhanced cost recovery and fee program • Implement enhanced safety program • Notify CUA's of intent for concession program
Current and New Educational Tour Services	Strengthen current CUA processes	<ul style="list-style-type: none"> • Strengthen CUA permit language • Implement enhanced safety program • Implement enhanced cost recovery and fee program
Current and New Fishing Tours and Services	Strengthen current CUA processes	<ul style="list-style-type: none"> • Strengthen CUA permit language • Implement enhanced safety program • Implement enhanced cost recovery and fee program
Concession Contract		
Population	Goal	Actions to Implement
Watercraft Rental and Instruction, Shuttle, Food and Beverage, and Retail Concessioner	<p>Headquartered in Abbotts Bridge and Powers Island; other locations include: Johnson Ferry North, Paces Mill, Cochran Shoals, Jones Bridge</p> <p>Shuttle service would operate northern and southern routes connected to MARTA</p>	<ul style="list-style-type: none"> • Conduct market analysis of food and beverage and retail services to assess demand • Determine scope of operations for each service; what are required and authorized services • Determine cost to upgrade facilities to comply with environmental, health, and safety codes; determine if any road work or parking lot restructuring is required • If construction or improvements are necessary, determine whether to conduct in-house or transfer work to concessioner; if in-house, identify funding source for construction and maintenance • Complete an environmental policy compliance assessment for any needed construction or improvements • Complete financial feasibility analysis; determine if feasible to create separate concession contract for shuttle service and food and beverage/retail • If financially feasible to operate a separate shuttle concession, explore partnership with Metro Atlanta Rapid Transportation Authority • Determine desired conditions to include in concessions contract (e.g., operating plan and maintenance plan) • Begin prospectus process

Staffing Implications

Commercial services within the park will be overseen by a staff member hired specifically to run the program. This staff member would be required to work 32-40 hours a week during prospectus development until selection of the concessioners. Once the concessioners are selected, the staff member will work full-time between the months of April to October and part-time in winter months. He or she will require management and business services skills and should be GS 9 – 11. This staff member will be the primary liaison for all commercial service providers and will oversee both concession contracts and Commercial Use Authorizations, in collaboration with law enforcement staff. Limited time will also be spent on commercial services from interpretive, and visitor use staff, as appropriate.

Facility and Maintenance Considerations

A number of CRNRA's units would require upgrading or infrastructure improvements before a concessioner can successfully operate there. These facility and maintenance improvements can be incorporated into the contractual agreement between a concessioner and the park. Any improvements will need to be assessed for compliance with environmental policies. Also, it is recommended that any future facility improvements utilize environmentally sustainable technology that can provide long-term cost savings. Examples include low flow toilets, urinals, and faucets, and lighting sensors.

The current status of each of the high priority units is described in **Figure 12**, in addition to the changes required to facilitate identified commercial service opportunities.

Figure 12: Facility and Maintenance Considerations for High Priority Units

* Costs are based on estimates provided in the Park Asset Management Plan (July 2008), adjusted for inflation. Facility and Maintenance costs include operations, preventive maintenance, and regular and recurring maintenance. Only costs that are relevant to identified commercial service opportunities in each unit are included in the calculation. (For instance, trail maintenance costs are excluded from all units, and only road and parking-related costs are included for units that have only the shuttle service listed as a potential concession activity.)

High Priority Unit/ Subunit	Potential Concession Activity				Current Relevant Facility and Maintenance Costs (Approx.)*		Facility and Maintenance Considerations	
	Watercraft rental or pick-up service	Retail	Food and Beverage	Shuttle Stop	Facilities Maint. (F&B/ Retail/ Rentals)	Road Maint. (Shuttle)	Relevant Facilities for Proposed Commercial Services	Required Changes
Abbotts Bridge	X	X		X	\$48,933	\$2,791	<ul style="list-style-type: none"> New boat ramp Pavilion can fit up to six eight-person picnic tables and two standing charcoal grills Small field is located near pavilion Facility can accommodate up to 150 people 	<ul style="list-style-type: none"> New boat ramp Need to update bathroom Current pavilion is a skeleton structure, would need to build further infrastructure to create a storefront; pavilion must be built to comply with regulations, such as building, safety, and health codes Unpaved road; would need road work and repair May need to create turnaround for shuttle service
Johnson Ferry North	X			X	\$33,877	\$11,103	<ul style="list-style-type: none"> New bathroom Pavilion can fit eight eight-person picnic tables and two standing charcoal grills Small field is located near pavilion Facility can accommodate up to 200 people Appropriate space and route for a shuttle 	<ul style="list-style-type: none"> Pavilion would need to be updated to comply with regulations, such as building, safety, and health codes Potential to enlarge parking

	Potential Concession Activity				Current Relevant Facility and Maintenance Costs (Approx.)*		Facility and Maintenance Considerations	
High Priority Unit/ Subunit	Watercraft rental or pick-up service	Retail	Food and Beverage	Shuttle Stop	Facilities Maint. (F&B/ Retail/ Rentals)	Road Maint. (Shuttle)	Relevant Facilities for Proposed Commercial Services	Required Changes
Paces Mill	X	X	X	X	\$33,333	\$11,573	<ul style="list-style-type: none"> New bathroom Large field located alongside river Facility can accommodate up to 250 people Appropriate space and route for a shuttle 	<ul style="list-style-type: none"> No current pavilion - need to build
Powers Island	X	X	X	X	\$28,851	\$209	<ul style="list-style-type: none"> Pavilion can fit eight eight-person picnic tables Small field is located near pavilion Facility can accommodate up to 200 people Appropriate space and route for a shuttle 	<ul style="list-style-type: none"> Need to update bathroom Pavilion would need to be updated to comply with regulations, such as building, safety, and health codes, and requirements related to food service
Cochran Shoals (excluding Powers Island)		X			\$33,183	\$9,366	<ul style="list-style-type: none"> Appropriate space and route for a shuttle 	<ul style="list-style-type: none"> Need to build small storefront or kiosk for retail service; store would need to be updated to comply with regulations, such as building, safety, and health codes
Island Ford				X	N/A	\$21,027	<ul style="list-style-type: none"> Appropriate space and route for a shuttle 	
Jones Bridge				X	N/A	\$10,789		<ul style="list-style-type: none"> May need to create turnaround for shuttle service
McGinnis Ferry				X	-	-	<ul style="list-style-type: none"> Appropriate space and route for a shuttle 	
Medlock Bridge				X	N/A	\$502		<ul style="list-style-type: none"> Boat ramp needs replacement
Morgan Falls				X	N/A	N/A	<ul style="list-style-type: none"> Appropriate space and route for a shuttle 	

XII. Key Factors That Could Affect Achievement of Commercial Service Goals

The park provides access to a natural river corridor for millions of people in the Atlanta area. However, visitor demographics reveal opportunities for the park to reach a broader audience. Visitors are more likely to be married, older, and either visiting alone or in a small group, compared to the larger groups of younger and single visitors common in prior decades. Visitation demographics tend to be concentrated. A total of 81% of visitors surveyed in the park-commissioned Visitor Study (2010) were from Fulton and Cobb Counties, with only 13% coming from other nearby metro counties (Gwinnett, DeKalb, Cherokee, and Forsyth). Of the total visitors surveyed, 93% were white, 4% were Asian, 5% identified themselves as Hispanic or Latino, and approximately 2% were African American.

While anecdotal evidence suggests increasing numbers of Hispanic visitors, visitation by African Americans is low, especially given that 2010 U.S. census data points to 43.1% of Fulton County and 23.8% of Cobb County being comprised of African American residents. As the park pursues commercial services, it should look for opportunities that broaden the diversity of its visitor base. As the originating legislation for CRNRA emphasizes increasing access to and usage of the river and its surrounding environs for recreation, the park has not been able to draw larger numbers of African-American visitors from largely African-American areas of the metropolitan Atlanta region. Additionally, there are very limited options for potential urban visitors to visit the park through public transportation. Partnership with the Metropolitan Atlanta Rapid Transit Authority (MARTA), and other regional operators would improve access to the park.

Seasonality could affect the viability of commercial service operations in the park. Out of the 3 million recreational visitors that come to the park, 66% visit between April and October. In the visitor usage study conducted in the summer of 2010 it was discovered that approximately 28% of visitors come every week, while 31% visit occasionally. Also, of important note is the impact of the water source on usage and safety. Water for the river comes from the bottom of Buford Dam, and, accordingly, impacts water temperature, levels and currents. The water is approximately 50 degrees Fahrenheit year round; the level can rise quickly after a dam release, which also increases the speed of the current.

In conversations with park staff and stakeholders, poor water quality was frequently mentioned as a leading cause of the park's decline in visitation during the early 2000s. Maintaining water quality remains a priority of CRNRA and a key concern with park neighbors. The most serious water quality issue confronting the park is degradation from the increasingly urbanized landscape surrounding the park, including elevated bacterial contamination from fecal coliforms and *Escherichia coli*. Water quality in the park is protected by the state of Georgia's water use classifications and standards and is regularly monitored by resource management staff at CRNRA.

Success of the park's commercial services, especially water-based services, will depend on maintaining high water quality levels in the park. Additionally, public awareness and understanding, appropriate signage, and the ability for commercial services to effectively communicate about water quality issues to visitors, will play a critical role in achievement of commercial service goals.

In addition to water quality, water quantity is a key park concern. Droughts, dramatic fluctuations in water quantity and level can impact water-based recreational activities in the park. Severe droughts in 1980-1982, 1985-1989, and 1988-2000 brought the water supply issue to the forefront of the Atlanta metropolitan region, and changed the schedule for water releases from Lake Lanier.

Also of important note are the competing interests in the water resources of the Chattahoochee River. Since 1990 the Army Corps of Engineers (the Corps), which regulates the releases of Buford Dam, and the state of Georgia, have been engaged in a law suit with the states of Alabama and Florida on the usage of the river for water supply. On June 28, 2011 the 11th circuit federal court decided that the Corps does have the legal authority to continue to use the river to supply nearly 72% of the water supply for the Atlanta metropolitan region. According to the court, the Water Supply Act of 1958 provides additional authority, over and above the authority provided by the original 1946 congressional legislation, to operate the reservoir for water supply.

XIII. Civic Engagement Strategy

Multiple strategies were used to engage partners, stakeholders, and members of the local community in the Commercial Services Strategy process. These included individual and group meetings, a public open house, press releases, and a web newsletter. In each encounter, the policies and regulations on commercial services in the National Park Service broadly and at the Chattahoochee River National Recreation Area were communicated. Emphasis was placed on making clear the differences between concessions and CUA's, the development and role of "necessary and appropriate" categorization, and park-specific guidelines evident through the General Management Plan, amongst other documents.

The process began with individual meetings with park staff and management, gaining a history of the park's commercial services, and guidance on how they can be integrated into the park. Concurrently, interviews with existing park CUA holders were conducted to learn more about their operations, and how they function in the park. Using this information, an interactive presentation on June 16, 2011 was made to the Volunteers-In-Parks at CRNRA, soliciting their feedback on commercial services currently in operation, and those that could be possible in the future. This meeting was followed up on June 20th with a presentation to the management team on the development of "necessary and appropriate" criteria needed to guide decisions on whether a commercial service should be a concession or a CUA. Next, a meeting was held with the Long Range Interpretative Planning committee, which included staff, volunteers, CUA holders, and interested community members.

After meeting with the described stakeholders, a site visit occurred on June 30th to the Ocoee River, a white-water rafting site in the Cherokee National Forest Reserve. There, meetings with a representative of the Forest Service who supervises commercial services at the forest and two outfitters took place, as well as observations about the operations of outfitters on the river in partnership with the Forest Service. These meetings generated insight into best practices for integrating commercial services in a park, the history of commercial service operations in the forest and what has been most successful and what has not.

After visiting the Ocoee River, stakeholder engagement was continued through the launching of a web based commentary campaign on July 8th. On that date a newsletter outlining the CSS development process and potential ideas for commercial services within the park was posted on the park's web site. At the same time a news release was distributed via email to local media, VIPs, and park partners, directing them to view the newsletter online, and to provide comments and questions. The commentary period started July 8th and continued to July 20th.

On July 22nd a press release was distributed to local media, VIPs, and park partners announcing a Public Open House held at the park on August 9th. This meeting presented an overview of the commercial services strategy project and key findings. Those present were able to provide further feedback and ask questions on how the strategy could impact their communities or constituents. Please see **Appendix H** for a listing of those who attended.

Figure 13: Existing Commercial Services – Upper Third of Park

Existing Commercial Services Upper Third of Park

Fishing services, tours, and instruction operate throughout the park, and are not listed on the map.

Bowmans Island
■ The Dam Store

Settles Bridge
■ The Dam Store

Rogers Bridge
■ Allsouth

Abbotts Bridge
■ Allsouth
■ The Dam Store

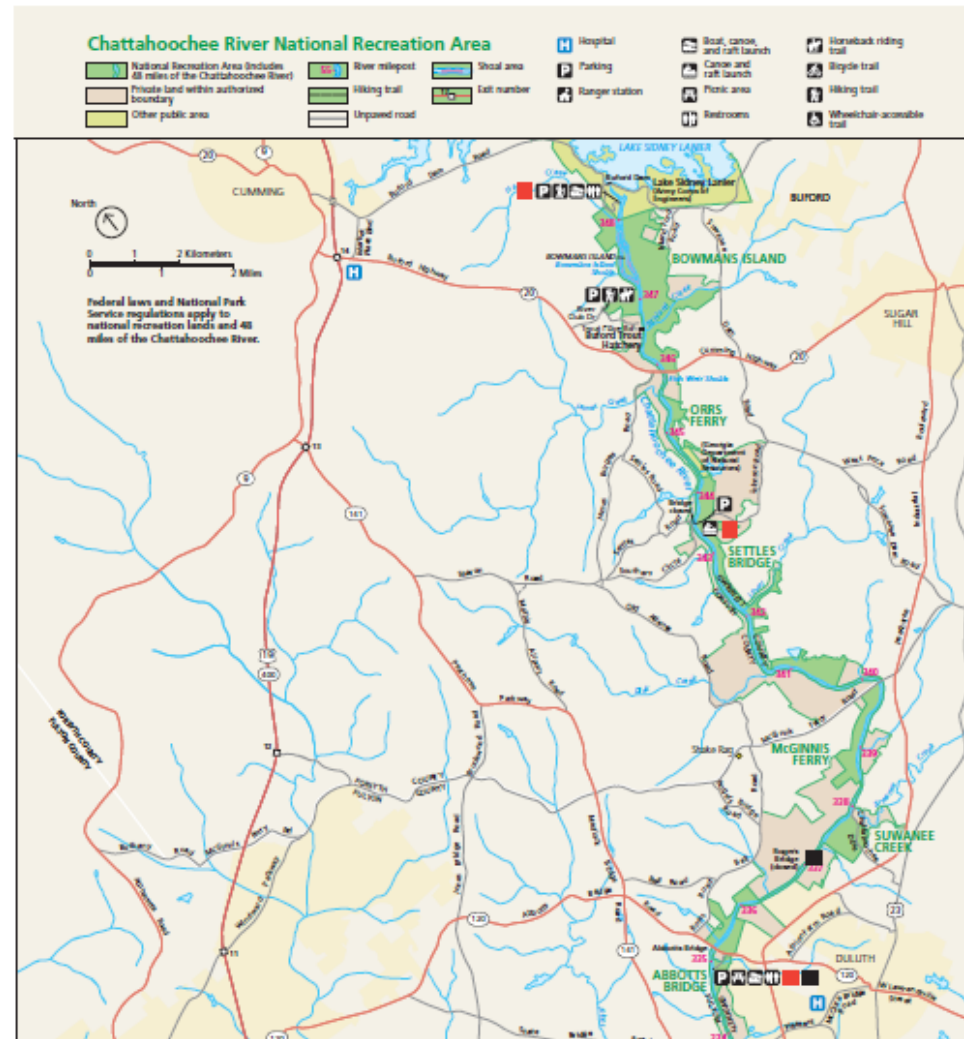


Figure 14: Existing Commercial Services – Middle Third of Park

Existing Commercial Services Middle Third of Park

Fishing services, tours, and instruction operate throughout the park, and are not listed on the map.

Abbotts Bridge

- Allsouth
- The Dam Store

Medlock Bridge

- Allsouth
- The Dam Store

Garrard Landing

- Chattahoochee Outfitters (Shoot the Hooch)
- The Dam Store

Island Ford

- Chattahoochee Outfitters (Shoot the Hooch)
- The Dam Store
- Learning on the Log
- Outdoor Recreation Adventures

Don White Park

- Chattahoochee Outfitters (Shoot the Hooch)

Vickery Creek

- Learning on the Log
- Outdoor Recreation Adventures

Riverside Park

- Chattahoochee Outfitters (Shoot the Hooch)

Azalea Park

- Chattahoochee Outfitters (Shoot the Hooch)
- The Dam Store

Bull Sluice Lake

- Chattahoochee Nature Center
- Go With the Flow

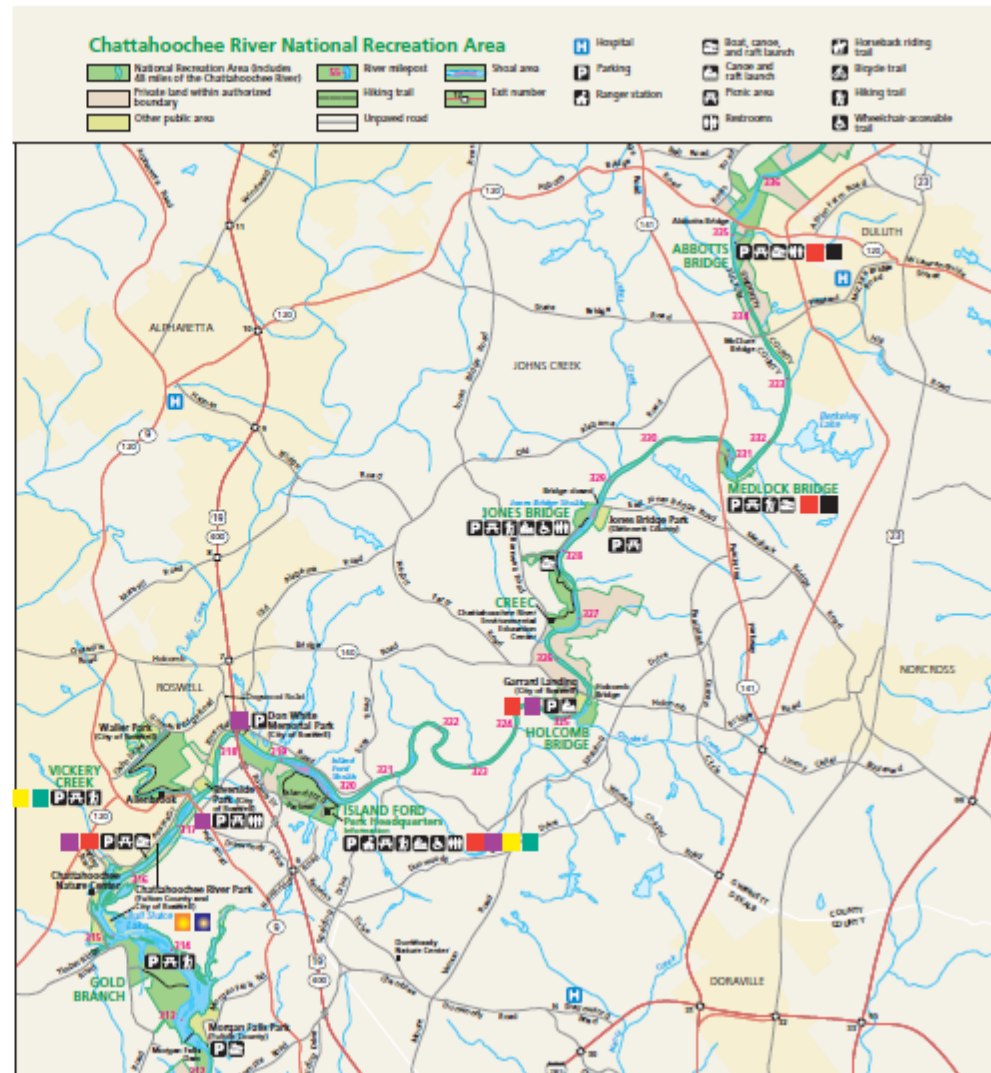


Figure 15: Existing Commercial Services – Lower Third of Park

Existing Commercial Services Lower Third of Park

Fishing services, tours, and instruction operate throughout the park, and are not listed on the map.

Morgan Falls

- The Dam Store

Johnson Ferry North

- Chattahoochee Outfitters (Shoot the Hooch)
- High Country Outfitters

Cochran Shoals

- Learning on the Log

Powers Island

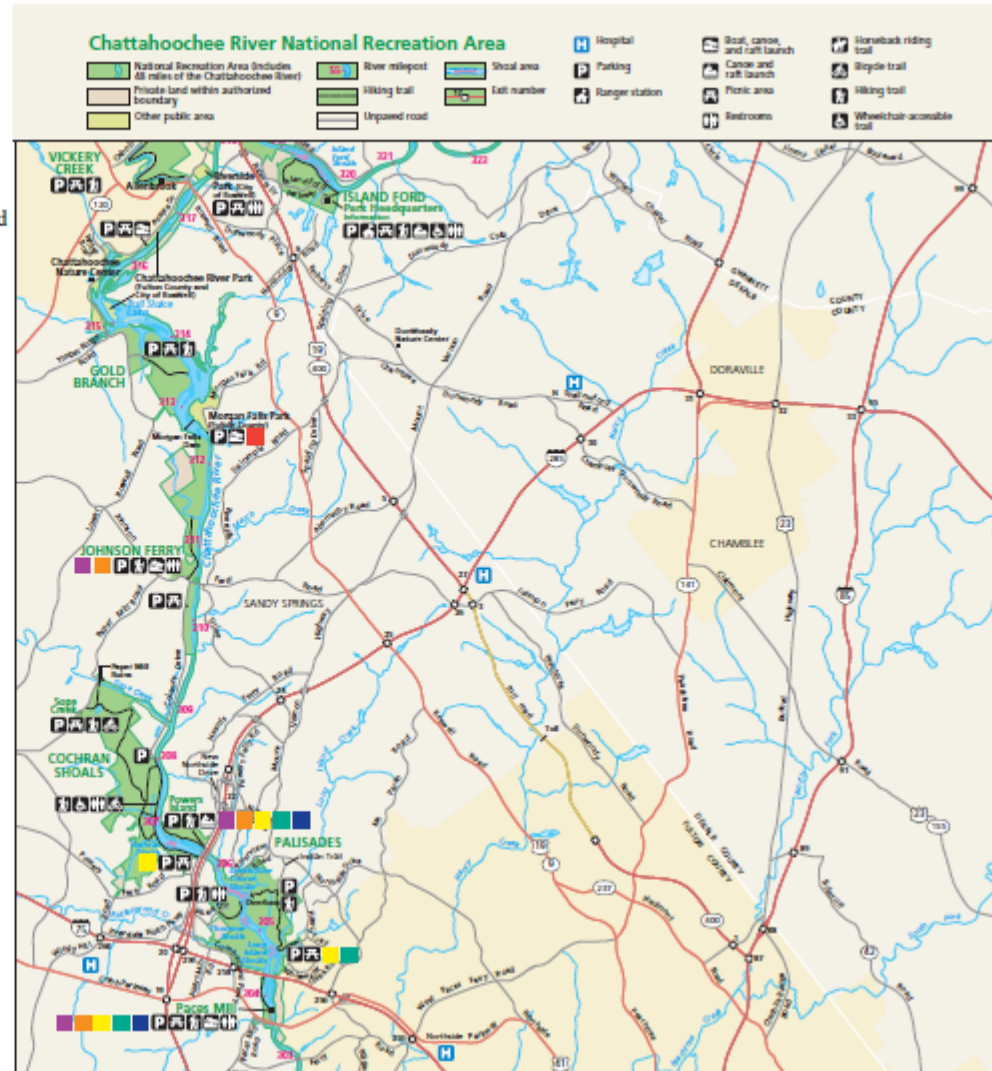
- Chattahoochee Outfitters (Shoot the Hooch)
- High Country Outfitters
- Learning on the Log
- Outdoor Recreation Adventures
- Urban Currents

Palisades (East)

- Learning on the Log
- Outdoor Recreation Adventures

Paces Mill

- Chattahoochee Outfitters (Shoot the Hooch)
- High Country Outfitters
- Learning on the Log
- Outdoor Recreation Adventures
- Urban Currents



Appendix B: Existing Pavilions for Potential Commercial Services



Example units for commercial service operations:
Photos 1, 2, and 3: Pavilion at Johnson Ferry North;
Photos 4 and 5: Pavilion at Powers Island
Photo 6: Pavilion at Abbotts Bridge

Appendix C: CRNRA Management Zones

The following six management zones were defined in the CRNRA's 2009 General Management Plan.

Developed Zone

Resources in the developed zone can be modified for visitor and park operational needs. Visitors and facilities are intensively managed for resource protection and visitor safety. These changes are instituted in a manner harmonious with the natural environment. The developed zone consists of a built environment with high levels of impervious surfaces and developed areas for park facilities. The area is predominantly natural, but the sights and sounds of people are clearly evident as visitors experience the park. There is ample opportunity for social experiences and visitors of all ages and athletic ability are able to use the facilities. Park visits are short, typically with high frequency. Commercial services are appropriate and ideal in developed zones.

Natural Area Recreation Zone

This zone requires a moderate to high degree of management to protect visitors and resources within this zone because of the relatively large numbers of users in a natural setting. Some portions of the natural environment can be modified for trails and other uses, but the overall setting consists of natural habitats. There is a low tolerance for natural resource degradation, and resources are managed to maintain natural conditions free of exotic vegetation to the extent practicable. Any trails or other facilities harmonize with the natural environment. The sights and sounds of people are clearly evident. Commercial services are appropriate in Natural Area Recreation Zones.

Historic Resource Zone

This zone requires a high degree of management to protect visitors and resources because of the potentially high numbers of users in the vicinity of identified and highly sensitive cultural resources. The natural community can be altered to the degree necessary to restore or maintain the character of identified cultural resources, and there is a low tolerance for resource degradation. Some portions of the natural environment within this zone can be modified for trails and other uses that could include impervious surfaces. Any trails or other facilities harmonize with the cultural and natural environments where practical and appropriate within the cultural context. The sights and sounds of people are clearly evident, but variable. Limited commercial services are appropriate in Historic Resource Zones, specifically those that do not interfere with cultural and historical resources.

Rustic Zone

A moderate level of management is provided for resource protection and visitor safety in the rustic zone. National Park Service tolerance for resource degradation due to visitor use in this zone is low. Habitats are restored and maintained in as natural a condition as possible. Subtle onsite controls and restrictions can be present, such as trail markers or restrictions on off-trail use. The area is predominantly natural, and the sights and sounds of people are infrequent. Limited and primitive facilities are appropriate for Rustic Zones and new facility creation is

generally not allowed. In general, commercial services are not ideal or suitable for a Rustic Zone. Commercial services related to educational tours may be appropriate.

River Zone

This zone is restored and maintained at its natural state to the extent practicable. In this urban setting, this translates into a relatively high degree of management for exotic species of plants and a high degree of protection of the resources from degradation by human uses and development actions outside the park. There is a low tolerance for resource degradation in this zone, with access to the river via trails, step-down ramps for hand-carried boats, boat access ramps, boardwalks, and docks where appropriate. The sights and sounds of people are expected along these access points and would vary according to location along the river corridor. The management focus of this zone is on the natural environment and enjoyment of the river experience. Commercial services that utilize the River Zone are appropriate

Natural Zone

A moderate level of management is provided for resource protection and visitor safety in the natural zone. National Park Service tolerance for resource degradation due to visitor use in this zone is very low. Habitats are restored and maintained in as natural a condition as possible. Subtle onsite controls and restrictions can be present, such as trail markers or restrictions on off-trail use. The area is predominantly natural, and the sights and sounds of people are infrequent. Opportunities for closeness to nature, tranquility, and the application of outdoor skills are common. New facility creation in Natural Zones is typically not allowed. In general, commercial services are not ideal or suitable for a Natural Zone. Commercial services related to educational tours may be appropriate.

Figure 16: CRNRA Management Zone Prescriptions (General Management Plan, 2009)

Management Prescriptions Defined by Management Zone						
CATEGORY	NATURAL AREA RECREATION ZONE	NATURAL ZONE (FORMERLY URBAN PRIMITIVE)	DEVELOPED ZONE	RIVER ZONE	HISTORIC RESOURCE ZONE	RUSTIC ZONE
Types of Activities						
Day hiking	Yes	Yes	Yes	N/A	Yes	Yes
Off-road Bicycling	Yes, on designated trails only	No	Yes, on designated trails only	N/A	No	Yes, on designated trails only
Picnicking	Yes	Yes, no facilities	Yes	Yes, no facilities	Yes	Yes, no facilities
Fishing	Yes	Yes	Yes	Yes	Yes	Yes
Equestrian	Yes, existing trails only	No	Yes	N/A	No	No
Scientific research	Yes	Yes	Yes	Yes	Yes	Yes
Canoeing, rafting, kayaking	Yes	Yes	Yes	Yes	Yes	Yes
Habitat restoration	Yes	Yes	Yes	Yes	Yes	Yes
Motorized Vessels (No PWCs allowed)	N/A	N/A	N/A	Yes	N/A	N/A
Types of Facilities						
Trails	Yes, unpaved trails only	Yes, primitive trails only	Yes	N/A	Yes	Yes, primitive trails only
River Access Facilities (ramps, step-downs, boardwalks, docks, etc.)	Yes	Yes, existing only, no new river access facilities	Yes	Yes	Yes, existing only, no new river access facilities	Yes, step-downs, boardwalks, docks, viewing platforms only
Visitor & Admin. Facilities	Yes, limited in size & impact	Yes, existing only, no new visitor/admin. facilities	Yes	N/A	Yes, appropriate within cultural context	No
Parking areas	Yes	Yes, existing only, no new parking areas	Yes	N/A	Yes, appropriate within cultural context	Yes, existing only – no new parking
Picnic areas	Yes	Yes, existing only, no new picnic areas	Yes	N/A	Yes, appropriate within cultural context	No
Restrooms	Yes	Yes, existing only, no new restrooms	Yes	N/A	Yes, appropriate within cultural context	Yes, existing only – no new restrooms
Roads	Yes, limited access roads	Yes, existing only, no new roads	Yes	N/A	Yes, appropriate within cultural context	Yes, existing only – no new roads
Bridges	Yes, non-motorized vehicles & pedestrians	Yes, foot bridge only	Yes	Yes, existing vehicular bridges and bridges supportive of non-motorized use –	Yes, appropriate within cultural context	Yes, bridges supportive of non-motorized use – appropriate
Kiosks	Yes	Yes	Yes	Yes	Yes, appropriate within cultural context	Yes
N/A: Not Applicable						

Appendix D: Additional Park Permits

In addition to the two permits listed in Appendix A, some commercial activities may be authorized in Chattahoochee River National Recreation Area through one of the five permits below. Next is a general overview of each of the additional permits as well as additional references for guidance.

Special Use Permits

Special events may be authorized under permit by the superintendent subject to the same criteria as other special park uses provided there is a meaningful association between the purpose of the park and the event and the event contributes to visitor understanding of the significance of the park.

A superintendent may approve a request for a special event if it is determined that:

- It will not conflict with law or policy
- It will not be a derogation of the values and purposes for which the park was established
- It is consistent with the park's enabling legislation
- It does not have reasonable potential to cause illness, personal injury, or property damage
- It will not unduly interfere with normal park operations, resource protection, or visitor use

NPS will not permit the staging of special events that are conducted primarily for the material or financial benefit of participants or that involve commercialization, advertising, or publicity by participants. Events, for which a separate public admission fee is to be charged, will not be permitted unless the event is directly related to the purposes for which the park was established. In addition, the NPS will not sponsor or issue permits for special events conducted in wilderness areas if those events might be inconsistent with the protection of wilderness resources and values.

NPS will recover costs incurred in administering permits and monitoring the activities it authorizes. It will also establish and collect permit fees authorized by applicable legislation, regulations, and policies.

Special Use Permits are not covered by NPS concession legislation. Separate regulations for the management of Special Use Permits can be found in 36 CFR 1.6. Guidelines for the issuance of Special Use Permits are provided by DO-53. The guidelines include National Park Service policy and instructions regarding Commercial Filming and Photography, Special Events, Rights-of-Way, and Use and Occupancy permits.

Commercial Film Permits

It is the policy of the National Park Service (DO-21) to allow commercial filming and photography when it is consistent with the protection and public enjoyment of park resources. The regulations used to manage commercial filming are contained in 36 CFR 5.5. The NPS has the authority and responsibility to manage, permit, and/or deny filming projects consistent with the following principles:

- Natural, cultural, wilderness, and recreational resources will be protected

- Activity will not unduly conflict with the public's normal use and enjoyment of a park
- Visitors using cameras and /or recording devices for their own personal use are generally exempt from film permit requirements
- Coverage of breaking news never requires a permit, but it is subject to the imposition of restrictions and conditions necessary to protect park resources and public health and safety, and to prevent derogation of park values
- The NPS will not censor the content of any project, nor require finished film products for review, files, or documentation purposes

Commercial filming programs in parks are usually managed as a special park use with full cost recovery. Applicants reimburse the park for all costs related to meetings, location scouting, development of permit stipulations, and on-site monitoring of film projects. Each film project usually has a unique set of conditions developed to ensure that park resources are protected and that filming activities do not impact other park visitors.

Rights-of-Way

NPS is under congressional mandate not to allow any use of NPS land that would be a derogation of the values and purposes for which the park was authorized or be incompatible with the public interest, except when authorized by Congress. The regulations used to manage rights-of-way are found in 36 CFR 14.

Park Service policy (NPS-53) states that no permits for new, widened, or lengthened right-of-ways will be issued in designated or proposed wilderness. Right-of-ways for new gas or oil pipelines will not be issued anywhere in a national park area. When undocumented utility lines exist in a park, if the park allows the line to remain, a right-of-way permit must be prepared and submitted for final execution by the superintendent. Appropriate conditions and stipulations are placed in any right-of-way permit to protect resources, if warranted.

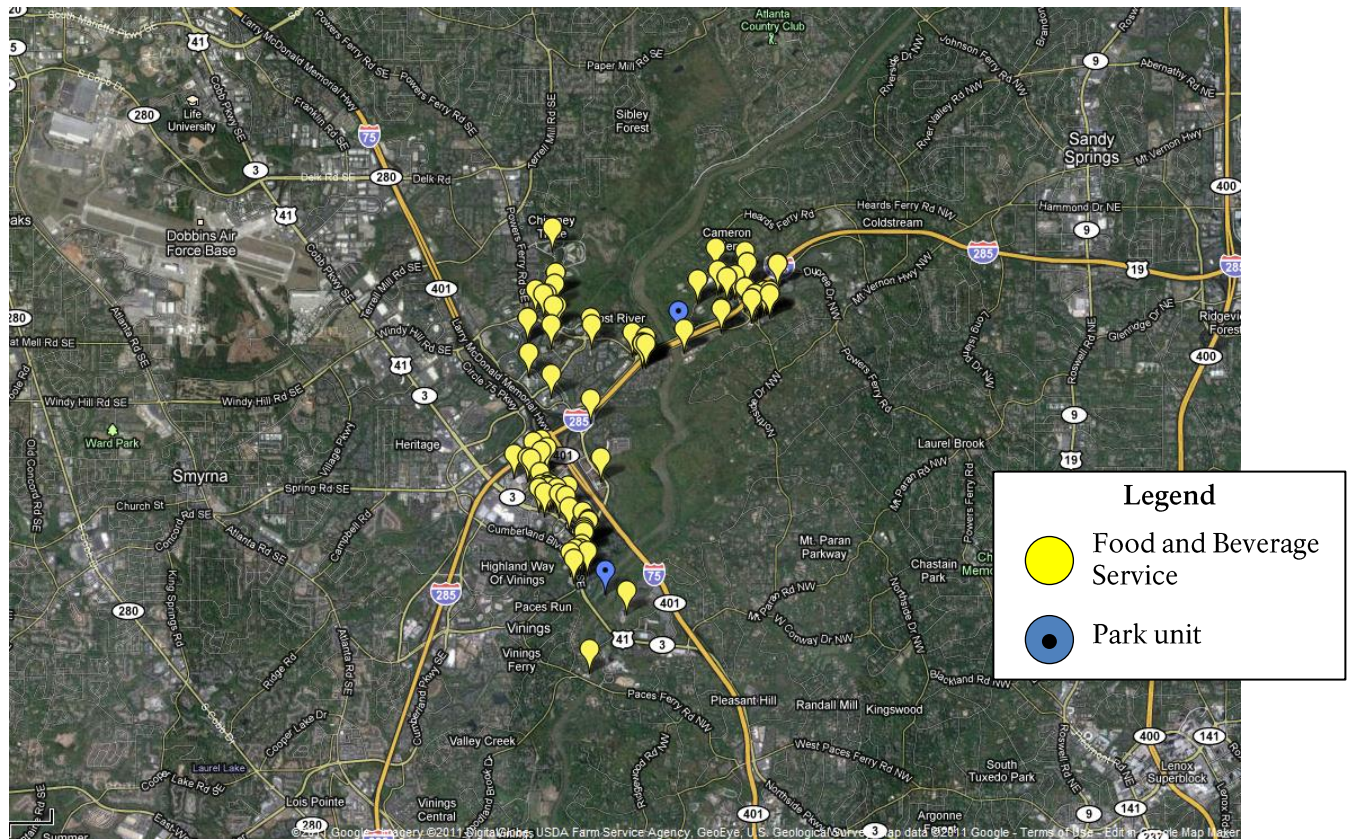
A new special use concern at the park involves the management of the requests for the installation of telecommunications facilities. Currently, these facilities would only be appropriate in the "developed zone" and would be subject to fulfill compliance and assessment requirements for the entire footprint of the new facilities and will not result in unacceptable impacts (NPS2006f).

The Park Service will recover all costs incurred to issue the right-of-way permit and monitor any activity associated with the permit. Fees paid by the permit holder for the use of the government land go directly to the US Treasury.

Cooperating Associations

Congress authorized cooperating associations in 1946. Their mission is to support park interpretive and scientific activities through proceeds from sales of educational and interpretive materials in a park, which is a commercial activity. They are usually assigned space in a visitor center or other visitor contact facility. Cooperating associations are authorized by a cooperative agreement. They are managed by a service wide set of criteria and policies, NPS-32. The Eastern National Parks Association operates the cooperating association bookstore located in the Island Ford Visitor Center and Powers Island Pavilion in Chattahoochee River National Recreation Area.

Appendix E: Local Food and Beverage Businesses – Powers Island and Paces Mill

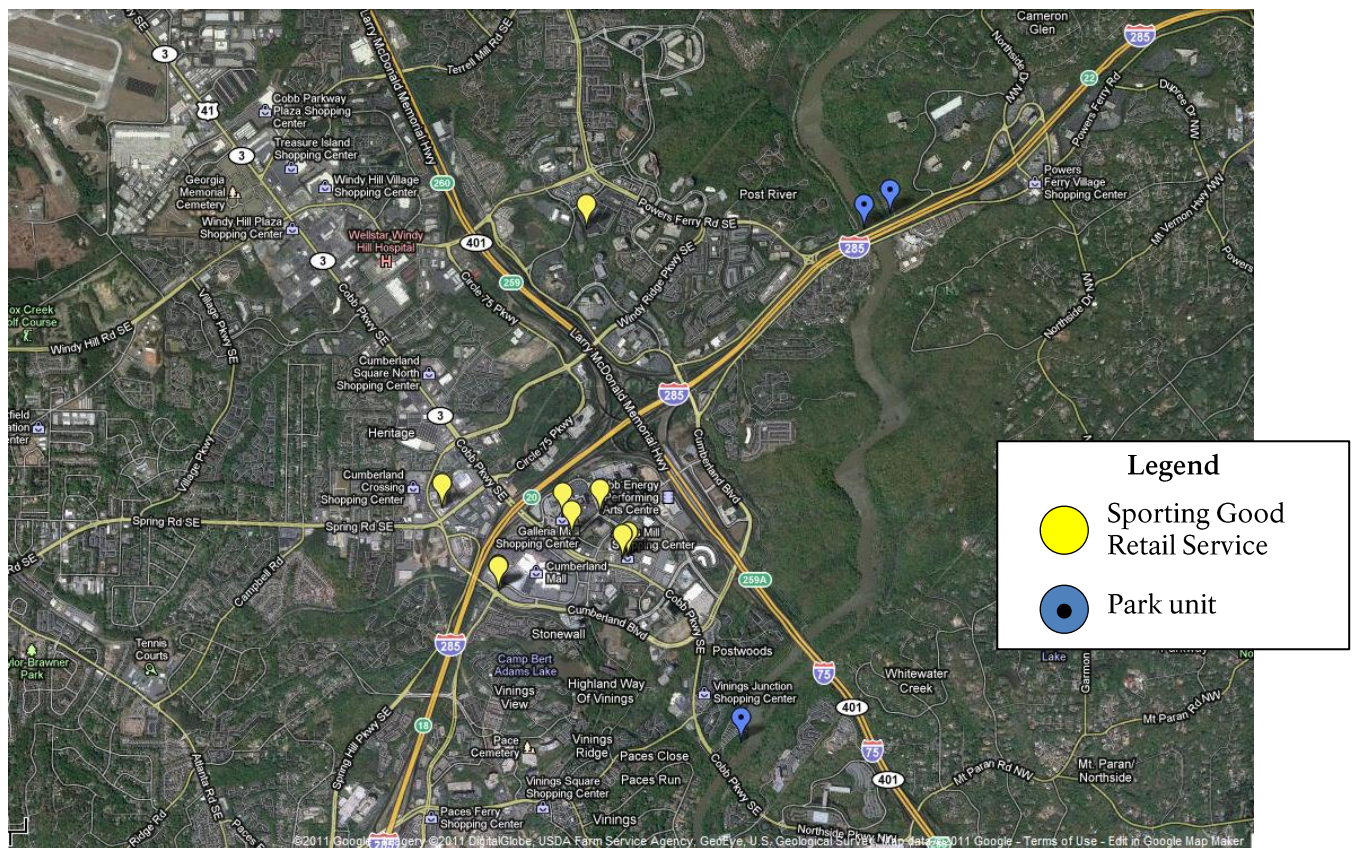


Food and Beverage Services Near Powers Island and Paces Mill			
Food Service	Address	City, State, Zip	Phone
Corner Cafe At 2000	2000 Riveredge Pkwy NW # 340	Atlanta, GA 30328	(770) 612-0059
300 Galleria Cafe	300 Galleria Pkwy SE # 120	Atlanta, GA 30339	(770) 988-9040
Akers Mill Food Mart	2243 Akers Mill Road Southeast	Atlanta, GA 30339	(770) 988-9442
Auntie's Ribs And Things	2241 Akers Mill Road	Atlanta, GA 30339	(770) 952-0667
Big Apple Cafe	3350 Riverwood Pkwy SE # G130	Atlanta, GA 30339	(770) 984-2234
Big Chow Grill	1 Galleria Pkwy Suite 1B1	Atlanta, GA 30339	(770) 405-2464
Blimpie	6300 Powers Ferry Rd NW # 400	Atlanta, GA 30339	(770) 937-0100
Blimpie Subs & Salads	3230 Cobb Parkway Southeast	Atlanta, GA 30339	(770) 952-1120
Blue Sky Cafe	600 Galleria Pkwy SE # 180	Atlanta, GA 30339	(770) 955-2285
Boston Market	2014 Powers Ferry Road	Atlanta, GA 30339	(770) 988-9020
C&S Seafood & Oyster Bar	3240 Cobb Parkway Southeast	Atlanta, GA 30339	(770) 272-0999
Cafe 200	200 Galleria Pkwy SE # 120	Atlanta, GA 30339	(770) 850-9080
Canoe	4199 Paces Ferry Road N W	Atlanta, GA 30339	(770) 432-2663
Chick-fil-A	2975 Cobb Pkwy	Atlanta, GA 30339	(770) 612-0930

Food and Beverage Services Near Powers Island and Paces Mill			
Food Service	Address	City, State, Zip	Phone
Chipotle Mexican Grill	2973 Cobb Parkway	Atlanta, GA 30339	(770) 916-0788
Cinco Mexican Cantina	2851 Akers Mill Rd	Atlanta, GA 30339	(770) 952-5550
Cool Water Cafe	5500 Interstate North Pkwy NW	Atlanta, GA 30328	(770) 984-0944
Corner Cafe At 2000	2000 Riveredge Pkwy NW # 340	Atlanta, GA 30328	(770) 612-0059
Cozy Corners Cafe	6190 Powers Ferry Rd NW # 195	Atlanta, GA 30339	(770) 850-0530
Deli & Cafe One Overton Park	3625 Cumberland Blvd SE # 120	Atlanta, GA 30339	(770) 850-1506
Doc Green's	2022 Powers Ferry Road, Ste 130	Atlanta, GA 30339	(770) 953-3473
Doc Green's Gourmet Salads	3155 Cobb Pkwy #140	Atlanta, GA 30339	(770) 953-3627
Don Pablo's Mexican Kitchen	3131 Cobb Pkwy # 100	Atlanta, GA 30339	(770) 955-5929
El Toro Mexican Restaurant No 4	2973 Cobb Parkway Southeast	Atlanta, GA 30339	
Galleria 100 Cafe	100 Galleria Pkwy SE # 120	Atlanta, GA 30339	(770) 956-9773
Gourmet To Go By Proof	1600 Riveredge Pkwy NW # 110	Atlanta, GA 30328	(770) 690-9700
Harry's Pizza & Subs	2150 Powers Ferry Road Southeast	Atlanta, GA 30339	(770) 955-4413
Heirloom Market BBQ	2243 Akers Mill Rd	Atlanta, GA 30339	(770) 612-2502
Hooters	2977 Cobb Parkway, SE	Atlanta, GA 30339	(770) 984-0287
Houston's	3050 Windy Hill Road SE	Atlanta, GA 30339	(770) 563-1180
Jocks and Jills Sports Grill	1 Galleria Parkway Southeast	Atlanta, GA 30339	(770) 952-8401
Laseter's Tavern At Vinings	4355 Cobb Pkwy	Atlanta, GA 30339	(770) 850-8570
LongHorn Steakhouse	2973 Cobb Parkway Se, Suite 100	Atlanta, GA 30339	(770) 859-0341
Mays Chinese Restaurant & Sushi Bar & Deliver	2969 Cobb Parkway Southeast	Atlanta, GA 30339	(770) 952-3344
Mc Donald's	6360 Powers Ferry Rd NW	Atlanta, GA 30339	(770) 955-1732
Moe's Southwest Grill	3155 Cobb Parkway	Atlanta, GA 30339	(770) 956-7979
Moe's Southwest Grill	2022 Powers Ferry Rd SE # 200	Atlanta, GA 30339	(770) 956-0018
Mulberry Street Pizza	4355 Cobb Parkway SE	Atlanta, GA 30339	(770) 988-8646
Olive Bistro At Vinings	3230 Cobb Parkway	Atlanta, GA 30339	(770) 272-8900
One Tower Creek Cafe	3101 Towercreek Pkwy SE # 195	Atlanta, GA 30339	(770) 644-0206
Parkside Cafe	2500 Windy Ridge Pkwy	Atlanta, GA 30339	(770) 933-0089
Parkwood Cafe	300 Parkwood Cir SE # L1160	Atlanta, GA 30339	(770) 272-0601
Philly Connection	120 Interstate North Pkwy SE	Atlanta, GA 30339	(770) 952-3168
Pinkberry	2937 Cobb Parkway, Suite 102	Atlanta, GA 30339	(770) 661-2995
Pizza Hut	2980 Cobb Pkwy Ste 140	Atlanta, GA 30339	(770) 980-1010
Planet Smoothie	2014 Powers Ferry Rd SE # 350	Atlanta, GA 30339	(770) 859-0080
Planet Smoothie	2980 Cobb Pkwy SE # 136	Atlanta, GA 30339	(770) 955-8006
Provisions	210 Interstate North Pkwy SE	Atlanta, GA 30339	(770) 980-6606
Publix Super Market at Powers Ferry Village	6300 Powers Ferry Rd NW	Atlanta, GA 30339	(770) 612-5140

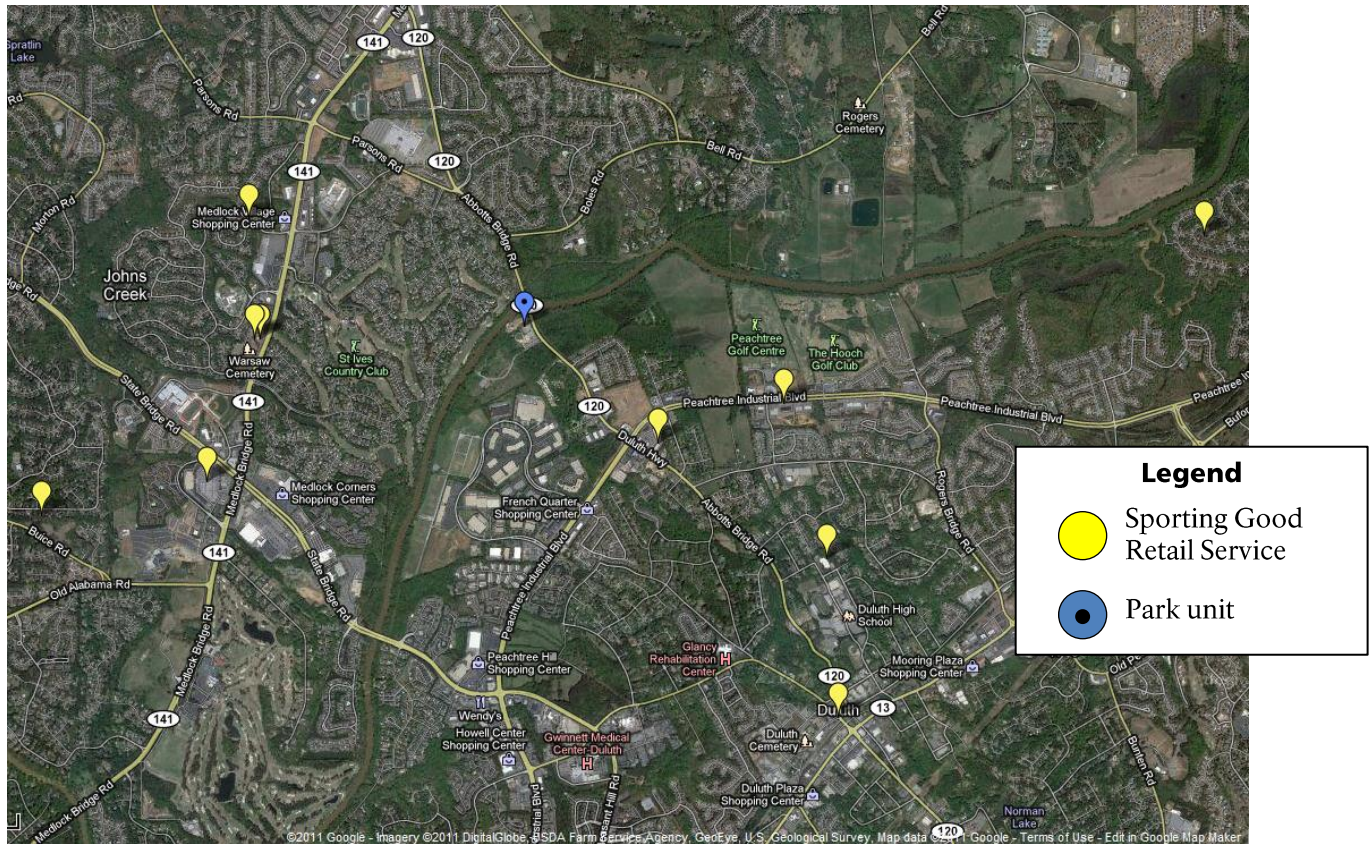
Food and Beverage Services Near Powers Island and Paces Mill			
Food Service	Address	City, State, Zip	Phone
Ray's On the River	6700 Powers Ferry Rd NW	Atlanta, Georgia 30327	(770) 955-1187
Rising Roll Express	5665 New Northside Drive Northwest	Atlanta, GA 30328	(770) 916-1385
Riveredge Cafe	1500 Riveredge Parkway Northwest	Atlanta, GA 30328	(770) 690-2200
Rose & Crown Tavern	1931 Powers Ferry Trce. SE	Marietta, GA 30067	(770) 933-5595
Sal Grosso Brazilian Steak House	1927 Powers Ferry Road Southeast	Atlanta, GA 30339	(770) 850-1540
Shane's Rib Shack	3155 Cobb Parkway	Atlanta, GA 30339	(770) 951-7211
Sip Wine Bar and Restaurant	4403 Northside Parkway	Atlanta, GA 30327	(404) 233-5455
Southern Specialities	6400 Powers Ferry Rd	Atlanta, GA 30305	(404) 949-0944
St Charles Deli	380 Interstate North Pkwy SE	Atlanta, GA 30339	(770) 916-8157
SUBWAY	5640 Northside Drive	Sandy Springs, GA 30328	(770) 661-1341
Subway	1 Galleria Pkwy SE # 1D1	Atlanta, GA 30339	(770) 984-0455
Sunshine Cafe	6151 Powers Ferry Rd NW # 140	Atlanta, GA 30339	(770) 226-9444
Sushi-Huku Japanese Restaurant	6300 Powers Ferry Rd NW # 800	Atlanta, GA 30339	(770) 956-9559
Tasty China	6450 Powers Ferry Rd NW	Atlanta, GA 30339	(678) 766-8765
Taverna Fiorentina	3324 Cobb Parkway Southeast	Atlanta, GA 30339	(770) 272-9825
Thai Diner	3280 Cobb Parkway	Atlanta, GA 30339	(770) 859-9898
Tilted Kilt Pub & Eatery	2960 Cobb Parkway Southeast	Atlanta, GA 30339	(678) 741-5292
Tomo	3256 Cobb Parkway Southeast	Atlanta, GA 30339	(770) 690-0555
Top Meal Restaurant	5660 New Northside Drive NW # 180	Sandy Springs, GA 30328	(770) 933-1711
Top Spice Thai & Malaysian Cuisine	2997 Cobb Pkwy	Atlanta, GA 30336	(770) 988-9007
Waffle House	5565 Northside Drive Northwest	Atlanta, GA 30327	(770) 937-0506
Wildwood Cafe	2300 Windy Ridge Pkwy, Ste. 175S	Atlanta, GA 30339	(770) 916-0069
Wildwood Cafe	3200 Windy Hill Rd SE # 150	Atlanta, GA 30339	(770) 953-2378

Appendix F: Local Sporting Good Businesses – Powers Island, Paces Mill, and Cochran Shoals



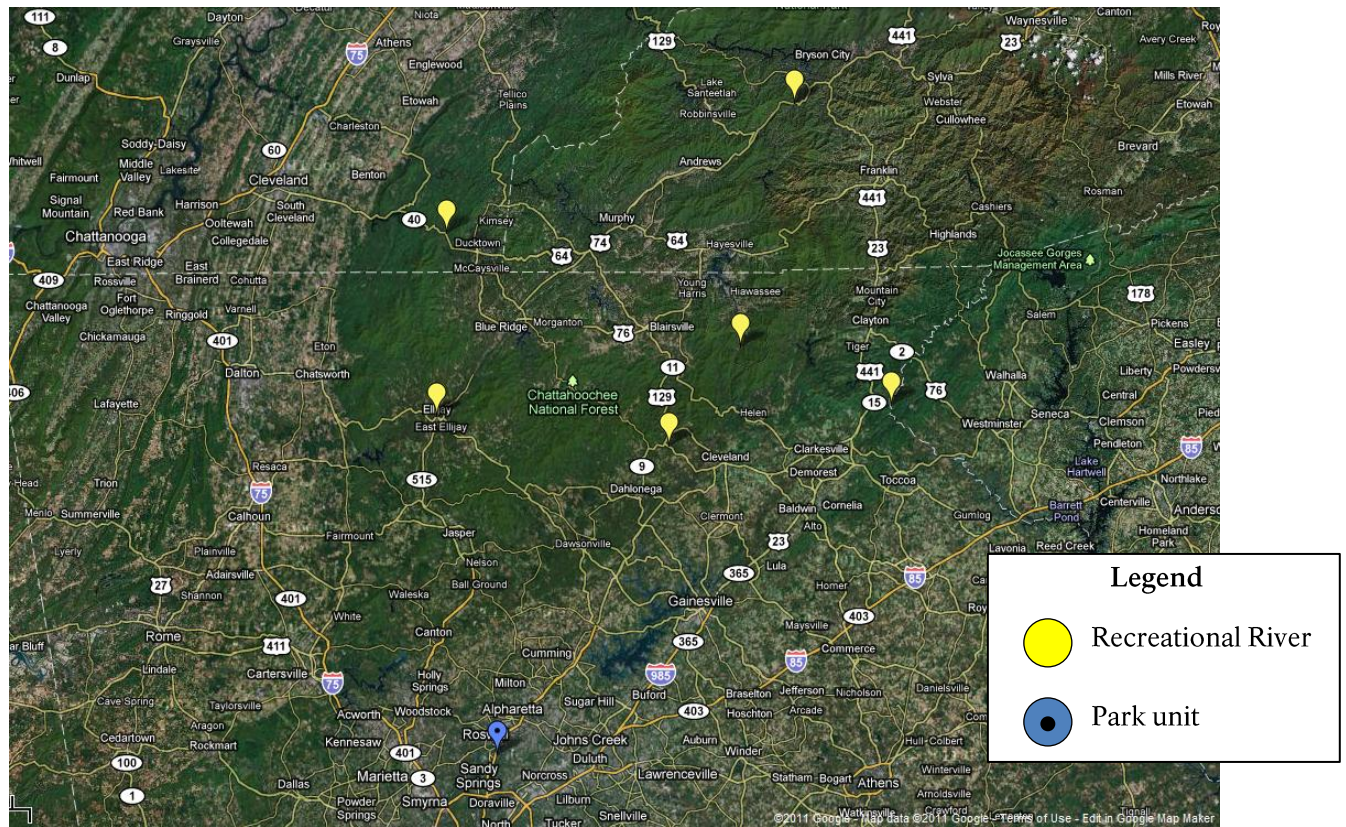
Sporting Good Retail Services Near Powers Island, Paces Mill, and Cochran Shoals			
Sporting Good Service	Address	City, State, Zip	Phone
Akers Mill Square	2967 Cobb Parkway	Atlanta, GA 30339	(770) 859-0130
Champs Sports	1303 Cumberland Mall, Cumberland Mall	Atlanta, GA 30339	(770) 803-6264
Galleria Mall Shopping Center	1000 Cumberland Boulevard Southeast	Atlanta, GA 30339	
Golf Warehouse Atlanta	2697 Spring Rd SE # B	Smyrna, GA 30080	(770) 435-1934
Kid's Foot Locker	1335 Cumberland Mall, Cumberland Mall	Atlanta, GA 30339	(770) 319-1940
Peter Glenn Ski & Sport	42 Galleria Pkwy SE # A	Atlanta, GA 30339	(770) 951-0151
Peter Glenn Ski & Sports	2460 Galleria Parkway Southeast	Atlanta, GA 30339	(770) 951-0151
Sports Authority Sporting Goods	2963 Cobb Parkway	Atlanta, GA 30339	(770) 418-9354
Stick	120 Interstate N Parkway SE # 440	Atlanta, GA 30339	(770) 850-0750

Appendix G: Local Sporting Good Businesses – Abbotts Bridge



Sporting Good Retail Services Near Abbotts Bridge			
Sporting Good Service	Address	City, State, Zip	Phone
Gwinnett Lacrosse	3838 Song River Circle	Duluth, GA 30097	(770) 476-5587
Edwin Watts Golf	10070 Medlock Bridge Road	Johns Creek, GA 30097	(770) 622-5040
Equip-it	5295 Bannergate Drive	Johns Creek, GA 30022	(678) 873-8504
Fleet Feet Sports-Johns Creek	9700 Medlock Bridge Rd # 124	Duluth, GA 30097	(678) 475-1555
Lax World	3170 Peachtree Industrial Boulevard #120	Duluth, GA 30097	(770) 622-9424
Medlock Bridge Tennis Center	5810 Wilson Road	Alpharetta, GA 30022	(770) 418-1992
Quest Gym & Nutrition	3000 Mattison Street, # A	Duluth, GA 30096	(770) 495-0787
Sports Authority Sporting Goods	3450 Steve Reynolds Blvd, Ste 200	Duluth, GA 30096	(770) 418-9354
Sports Fan Products	10050 Medlock Bridge Rd # 110	Duluth, GA 30097	(678) 455-6772
World Sporting Goods	2860 Peachtree Industrial #400	Duluth, GA 30097	(678) 373-3988

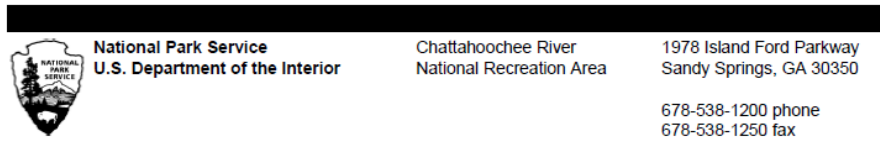
Appendix H: Recreational Rivers in the Region



Recreational rivers in the region include the Ocoee River, Hiwassee River, Chattooga River, Cartecay River, Chestatee River, and the Nantahala River.

Appendix I: Civic Engagement Documents

Figure 17: Press Release, 7/8/2011



Chattahoochee River News Release

Release date: Immediate

Contact(s): Nancy Walther, Chief of Resource Education,
Partnerships, and Business Services

Phone number: 678-538-1241

Date: July 8, 2011

Public Input Requested New Business Service Plan

The Chattahoochee River National Recreation Area is seeking public input on potential changes to commercial service operations in the park. Commercial services are businesses operating in the park that provide services or activities to visitors, such as food vendors, guides, and rentals.

The park is preparing a study, termed a Commercial Services Strategy, to identify opportunities to enhance the park's mission and the visitor experience through public/private partnerships. The purpose of the study is to:

- Describe the desired future conditions of the park for visitor use and private business;
- Analyze potential business opportunities as recommended by visitors, volunteers, current business operators, park staff, and other relevant stakeholders;
- Create a tool for quickly and easily evaluating existing and potential businesses;
- Prioritize business opportunities and outline an action plan for potential implementation

More detailed information on the development of the Commercial Services Strategy for the park can be found at: <http://www.nps.gov/chat/parkmgmt/commercial-services-strategy.htm>.

For further information, or to provide feedback, please contact Kelly Chang, or William Gordon, Jr. at 678-538-1227, or via email at kelly_chang@nps.gov or william_gordon@nps.gov. Comments will be accepted starting Friday, July 8, 2011 and ending Wednesday, July 20, 2011.

EXPERIENCE YOUR AMERICA™

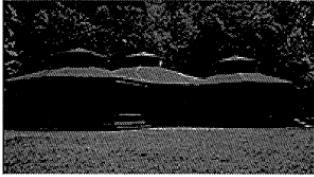
The National Park Service cares for special places saved by the American people so that all may experience our heritage.

Figure 18: Web Newsletter

National Park Service
U.S. Department of the Interior



Chattahoochee River National Recreation Area Commercial Services Strategy

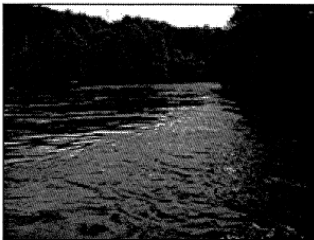


Pavilion at Johnson Ferry
available for commercial
space.

July 1, 2011

The Chattahoochee River National Recreation Area (CRNRA) is developing a Commercial Services Strategy (CSS) to identify opportunities to enhance the park's mission and the visitor experience through public/private partnerships. The purpose of a CSS is to:

- Describe the desired future conditions of the park for visitor use and private business;
- Detail potential business opportunities as recommended by park staff, volunteers, visitors, current business operators, and other relevant stakeholders;
- Create a framework for quickly and easily evaluating business proposals and map existing and potential businesses to this framework;
- Prioritize business opportunities and outline an action plan for implementation.



A picturesque vista on the
river, respite from urban
environment, available for
recreational activities.

How Can a Business Operate in the Park?

Federal law states that any business operating in the National Park Service must be deemed necessary and appropriate for the use and enjoyment of the park. There are two major categories a business in the park may fall into: concession or commercial use authorization holder. Any business operating in the park must be considered appropriate for the park, meaning they do not negatively impact park resources. A concession must be considered both necessary and appropriate; commercial use authorizations may be issued without being considered necessary.

Appropriate criteria help to answer the question, "Can the Park authorize this service without compromising the reason it is a unit of the National Park System?" These criteria shed light on the critical components of the park and visitor service that cannot be compromised and they describe the potential negative impacts of a business that must be prevented.

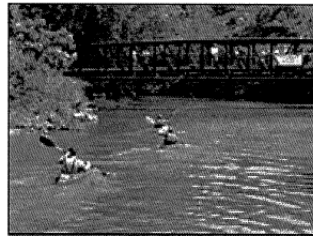
Necessary criteria help to answer the question, "Why is this service important for the park?" These criteria describe how a business could enhance the visitor experience and further the goals and mission of the park.

Opportunities for Commercial Services

Through meetings with park management, volunteers, the operators of current commercial services in the park, and historical data collected by the park, we have developed the list below of possible commercial services. This list is not final, and just because an activity is listed, does not mean it will be approved. Any comments or questions, as well as new additions, are welcome.

- Recreational watercraft rental
- Shuttle service
- Food and beverages
- Retail
- Guided educational tours
- Fishing services and tours
- Bike rentals
- Fitness classes
- Camping
- Rock climbing
- Geocaching
- Youth-inspired activities

For further information, or to provide feedback, please feel free to contact either **Kelly Chang** or **William Gordon**. They can also be reached by phone at (678) 538-1227.



Did You Know?

While many caterpillars make cocoons to molt into moths and butterflies, some, like the Hickory Horned Devil, bury themselves in the ground over the winter emerging in the Spring fully changed.

Last Updated: July 08, 2011 at 15:04 MST

Figure 19: Press Release, 7/22/2011



National Park Service
U.S. Department of the Interior

Chattahoochee River
National Recreation Area

1978 Island Ford Parkway
Sandy Springs, GA 30350

678-538-1200 phone

Chattahoochee River News Release

Release date: Immediate

Contact(s): Nancy Walther, Chief of Resource Education,
Partnerships, and Business Services

Phone number: 678-538-1241

Date: July 22, 2011

Public Input Requested Commercial Services Strategy Proposal

The Chattahoochee River National Recreation Area has prepared a study, a Commercial Services Strategy, to identify opportunities to enhance the park's mission and the visitor experience through public/private partnerships. The purpose of the study is to:

- Describe the desired future conditions of the park for visitor use and private business;
- Analyze potential commercially managed visitor services opportunities as recommended by visitors, volunteers, current business operators, park staff, and other relevant stakeholders;
- Create a tool for quickly and easily evaluating existing and potential businesses;
- Prioritize business opportunities and outline an action plan for potential implementation

A public open house is scheduled for Tuesday, August 9, 2011 at 6:00 pm to gather input on the proposed strategy for commercial service operations in the park. It will be held at the park's headquarters at 1978 Island Ford Parkway, Sandy Springs, GA, 30350. Parking for the meeting is free and light refreshments will be provided.

More detailed information on the development of the Commercial Services Strategy for the park can be found at: <http://www.nps.gov/chat/parkmgmt/commercial-services-strategy.htm>.

For further information, or to provide feedback, please contact Kelly Chang, or William Gordon, Jr. at 678-538-1227, or via email at kelly_chang@nps.gov or william_gordon@nps.gov.

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Figure 20: Public Open House – Attendee List, 8/9/2011

CRNRA Commercial Services Strategy – Public Open House Attendee List
August 9, 2011

Number	Name	Organization/ Representing	Email
1	Lee McElroy	Buford “Dam Store”	
2	Jack Tiller		
3	Scott Hanson	Volunteer	
4	John O. Knox	Paces Battle Housing Authority	JOKNOX@aol.com
5	Charles R. Bickers	Vinings Village Housing Association	crossbickers@mindspring.com
6	Rita Songer	Rainbow Ranch	resonger@mindspring.com
7	Jeff Mccullough	All South Tubing	jeff@allsouthautosports.com
8	John Miller	Volunteer U.C.	Johnfmiller49@gmail.com
9	James “Bubba” Sloane	High Country Outfitters	
10	Tammy Bates	Upper Chattahoochee Riverkeeper	
11	Charles Armentrout	Urban Currents	chuck@urbancurrents.org
12	Robyn Armentrout	Urban Currents	
13	Rick Parker	Resident	rajsparker@aol.com
14	Barbara Russell	Chattahoochee Outfitters	Br30342@gmail.com
15	Nicholas Bagget	USACE – Lake Lanier	Nicholas.s.bagget@usace.army.mil
16	Chris Scalley	River Through Atlanta	chrisscalley@bellsouth.net
17	Larry Savage	Chattahoochee Plantation Community Association	Sava8755@bellsouth.net